Citation:
Topic, M and Cunha, M. J. and Reigstad, A and Jelen-Sanchez, A and Diers Lawson, A and Polic, M and Moreno, A and Zurbano Berenguer, B and Damian-Gaillard, B and Sanz, P and Fuentes Lara, C and Cesarec Salopek, N and Saitta, E and Cruz, C and Simeunovic Bajic, N and Vandernberghe, H and Bibilashvili, L and Kaladze, N (2019) EUPRERA Vol. 1 No. 1 - Women in Public Relations: A Literature Review (1982-2019). Project Report. Creative Media and Communications Research Ltd & EUPRERA, Leeds/Brussels.

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ISSN 2633-2353

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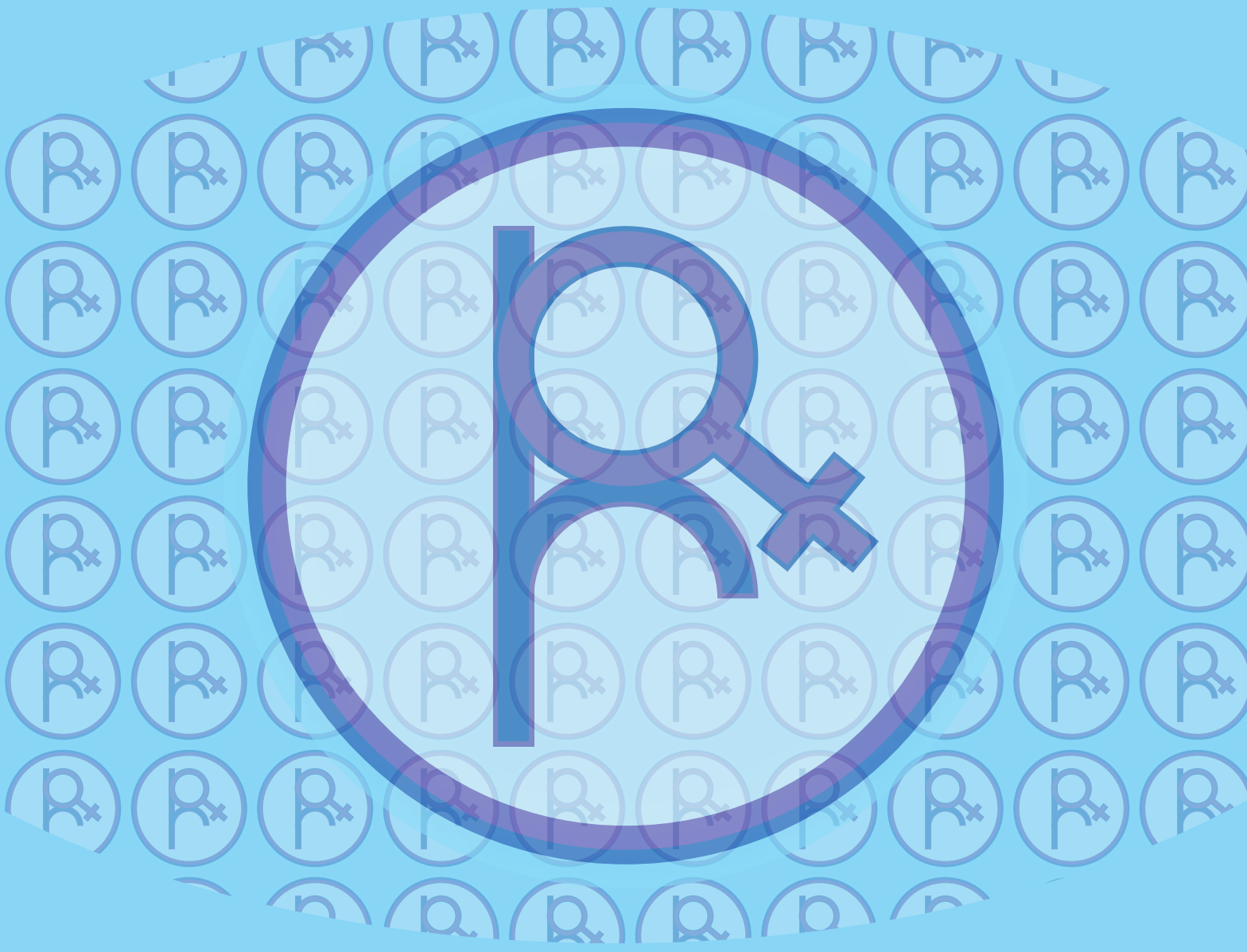
ISSN 2633-2353 (Online)

EUPRERA REPORT Vol.1, N°1

Women in Public Relations

A Literature Review (1982-2019)



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First published 2019

By

Creative Media and Communications Research Ltd, 4 Cobden Place, LS12 5LJ, Leeds, United Kingdom

&

EUPRERA Bd. Du Jubilé 71 bte 3, 1080 Brussels, Belgium

EUPRERA Report Vol. 1, No. 1

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Authors:

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EUPRERA REPORT Series Editor

Martina Topić

EUPRERA report ISSN 2633-2353

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Suggested citation: Topić, M.; Cunha, M.J. Reigstad, A.; Jelen-Sanchez, A.; Diers Lawson, A.; Polić, M.; Moreno, A.; Zurbano Berenguer, B.; Damian-Gaillard, B.; Sanz, P.; Fuentes Lara, C.; Cesarec Salopek, N.; Saitta, E.; Cruz, C.; Simeunović Bajić, N.; Vandenberghe, H.; Bibilashvili, L.; Kaladze, N. (2019). Women in Public Relations – A Literature review (1982-2019). *EUPRERA Report* Vol 1., No. 1. Leeds/Brussels: Creative Media and Communications Research Ltd. & EUPRERA. ISSN **2633-2353**

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Introduction[1]

Women in public relations is a topic that has been drawing attention since at least 1986 when the Velvet Ghetto study argued that women see themselves as technical staff, thus expecting to get paid less than men (Cline et al, 1986, see also Grunig, 1991; 1999; Toth & Grunig, 1993; Aldoory & Toth, 2002; Grunig, 2006; Dozier et al, 2007; Creedon, 2009; Beurer-Zuellig et al, 2009; Pulido Polo, 2012). The research on the position of women in public relations has continued since the Velvet Ghetto study, and some of the issues that are often recognized include the glass ceiling, pay gap, lack of mentorship opportunities and stereotyped expectations of leadership style, where leadership is usually seen as a masculine trait (Tench et al, 2017).

While the research on women in public relations has originated in the US, nowadays this research is also conducted in other countries, such as the UK and Australia. The European Communication Monitor project has also been monitoring the position of women in public relations in Europe, in its annual research on public relations trends and future prospects[2]. All data shows that the position of women has improved in comparison to how it was at the time of the Velvet Ghetto study; however, there are still issues with a pay gap, glass ceiling and mentoring (see e.g. Dubrowski et al, 2019; CIPR, 2018a; 2017; Place & Vanderman Winter, 2018). Nevertheless, a research paper analyzing data continually collected by the European Communications Monitor established that when one issue gets resolved, new issues tend to emerge (Tench et al, 2017). Therefore, in this report, we are analysing academic literature on women in public relations in an attempt to deconstruct the main trends in current research. Since the majority of research is conducted on practitioners, through surveys and interviews, this report, therefore, gives a good grasp of issues in the industry in a period from 1982 until 2019.

The research on journalism has so far recognized the issue of bloke-ification or the situation in which women whose appearance and communication style appear more masculine than what is usually perceived as feminine, progress faster in their careers. Nevertheless, journalism culture is perceived as masculine to an extent that when women progress to senior positions they "become so bloke-ified by the macho water in which they swim that many younger women looking up don't see them as role models for the kind of women they might want to become" (Mills, 2014, p. 2). This question is of relevance for public relations given the fact research shows that even

[1] First version of this report has been presented at 10th International History of Public Relations conference, Bournemouth University, July 2019. The authors would like to thank all participants in the panel for useful and constructive discussion, and Gareth Thompson, Kevin Moloney and Donnalyn Pompper in particular.

[2] All European Communications Monitor's report can be found at this link: http://www.communicationmonitor.eu/european-communication-monitor-all-reports/

though public relations is a female occupation (e.g. the majority of the workforce being female) there are still more men in senior managerial positions. Thus, we may ask whether 'blokish' women progress and younger women cannot look up to them, and think that is the kind of women they would want to become, which then favours men for progressing despite men being less represented in the industry? This notion is already echoed in research on public relations. For example, in a recent article on women in public relations, Yeomans (2019) argued that women in public relations still subordinate to patriarchal ways of doing things, and thus focus on personal empowerment and networking to advance individual prospects rather than to advance interests of women as a whole. In addition, there is a historical denial of sexism and discrimination based on gender among senior women in public relations industry, which is also seen as a lack of feminist consciousness (Yeomans, 2019, Yaxley, 2013). However, this lack of feminist consciousness could also be explored through the notion of bloke-ification and the fact women who embrace masculine ways of doing things progress faster, and since these women are the minority this impedes the progress of women as a whole.

In addition, public relations has always had a problem with recognition. In the early days, the majority of the workforce came from journalism and later on when public relations programmes started, journalism graduates still did not lose a chance to obtain positions in the public relations industry. In practice, this meant that women who graduated from public relations programmes had to compete for jobs with other public relations graduates, as well as graduates from journalism programmes, where many journalism graduates applying for jobs in public relations were men (Theus, 1985). While public relations programmes seem to be flourishing in the US, they are on the brink of extinction in the UK, and in continental Europe, public relations is not always recognised as a field of separate academic inquiry. Therefore, the question is also how to professionalize public relations and whether the fact public relations is a feminized industry has something to do with the lack of recognition of the public relations industry. Some studies, for example, indicated that encroachment of public relations with marketing has partly happened because public relations is a feminized occupation, and thus when there was a need for a new manager men were recruited from marketing departments because marketing departments had more men available to compete for the senior position (Gesualdi, 2019). The notion of public relations and marketing being encroached is not new, and some authors argue that the relationship between marketing and public relations is a story of wars, encroachments and failed attempts to collaborate (Duhring, 2017).

This project, therefore, aims to investigate the position of women in public relations, focusing on the challenges and opportunities for women in public relations, bloke-ification as a process, and women's preferences in regards to the work environment and senior management structure, e.g. would women prefer to work for women, differences between female and male bosses, etc. However, the project also aims to deconstruct the underlying structures that impede equality of women.

The goals of the project are:

• To compare and contrast the position of women in Europe, by conducting comparative analysis among European countries and elsewhere in the world.

• To show the issues that women practitioners in Europe are concerned with and inequalities of women practitioners.

• To discuss the specific issues that affect the work of women public relations practitioners within each country represented in the project.

In order to meet the goals of the project above, the project team firstly conducted an extensive literature review of works written on women in public relations so far. In that, we looked at all works available to get a comprehensive picture of the situation and to identify trends in the literature and the research gaps. As already emphasized, the majority of academic work analysed is produced following interviewing or surveying practitioners, and thus analysed work presents a good overview of trends in the public relations industry.

In the subsequent part of this report, we are therefore presenting the method used for analyzing the literature, literature analysis and discussion on further research. In addition, the appendix contains all units of the literature analyzed to enable other scholars to analyse literature from a different angle and to provide a teaching resource to lecturers who teach public relations and/or women's studies modules in higher education institutions.

Method

The literature was analysed by firstly searching public relations journals and journals in the field of corporate communications, which have traditionally published public relations work. The journals have been identified using the list provided by the British Chartered Institute of Public Relations (CIPR). The analysed journals were *Public Relations Review, Public Relations Inquiry, Journal of Public Relations Research, Corporate Communications: An International Journal, Journal of Communication Management, Corporate Reputation Review* and *Journal of Brand Management*. We also searched for the *Public Relations Inquiry* journal, as this journal provides a critical view of public relations.

The keyword used for searching articles was 'women public relations'. In addition, we also searched Springer's database using the same keyword as above. Following the completion of search above, we used Google Scholar using the same keyword, and after we completed initial reading and analysis of the literature, we also used a snowball method of finding articles using reference lists in reviewed articles. The latter provided us with articles in the *Asia Pacific Public Relations Journal* and *Prism* journals, which were then also searched on its own, using journal websites and the same keyword as above.

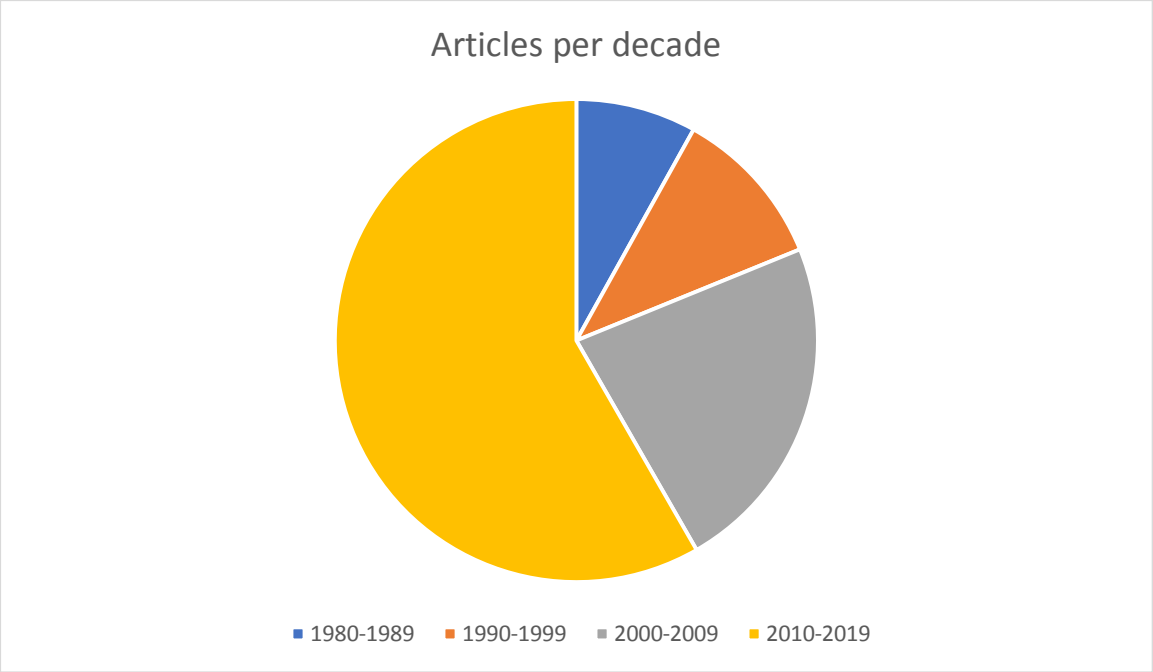
After we completed the searches above, we individually searched websites of authors that appeared at least three times in previous searches to identify further articles. These authors were Kate Fitch, Liz Yeomans, Donnalyin Pompper, Katie Place, Heather Yaxley, Lee Edwards, Elisabeth Toth, Larissa Grunig and Lynda Aldoory. In addition, we added works published by the authors of this report, some of which did not show up in searches. The latter presents a limitation of this research, as it is possible that some other works also failed to appear in searches, albeit they have been published. In addition, the limitation is also the fact we were able to analyse works published in English and languages from researchers participating in the project (Portuguese, Spanish, French, Croatian, Serbian, Slovenian, Dutch, and Georgian) while the number of works available on women in public relations is likely higher.

In other words, the analysis and the findings on the position of women in public relations largely present a Western perspective. The same procedure of looking for available works that were performed for works in English outlined above has also been repeated for works published in Portuguese, Spanish, French, Croatian, Serbian, Slovenian, Dutch and Georgian, however, due to the lack of articles in the majority of countries represented in the project, the analysis remains predominantly focused on works published in the West and in English language.

While we managed to find all literature identified through the above-explained process, there were four works that were identified through snowballing but it was not possible to find them and use them for the analysis. These works were published in 1968, 1975, 1983 and 1989. Every effort was made to find these journals in databases and second-hand book stores, and emails were also sent to professional organisations (e.g. to IABC Research Foundation), however, to no avail. Therefore, the report remains incomplete in regards to these four publications[3].

The total number of analysed articles is 223. The initial search was performed on 15 December 2018 and several other searches were conducted during the course of analysis to update the literature list. The last literature search was conducted in June 2019 and this provided articles from 2019, which were then also included in the analysis. The analysis of the position of women in public relations intensified in the period of 1980s, however, the highest number of articles has been published in the period from 2010 to 2019 (figure 1).

Figure 1. Articles per decade



The literature was analysed using a table with components found relevant for this literature review and future research. The components of the analysis were a full reference, abstract, keywords,

[3] Smith, R. W. (1968). Women in Public Relations. *Public Relations Journal* 24(10), 26-29; Gorney, S. K. (1975). Status of Women in Public Relations. *Public Relations Journal* 31(5), 10-13; Bates, D. (1983). Will Women Inherit the Profession? *Public Relations Journal* 39(7), 6; Lance Toth, E, & Cline, C. (1989). Beyond the velvet ghetto. San Francisco: IABC Research Foundation.

key highlights, the theory used, application of the article to practice and key citations from the article (see Appendix II). The components helped us establish what has been done in previous academic research, gain meaningful insight into the literature, as well as identify research gaps.

Once all literature review was completed, an appendix has been compiled. All literature has been analysed by reading every unit of the analysis and writing notes, then reading again and summarising themes. The data was continually compared within each decade (the 1980s, 1990s, 2000-2009, 2010-2019) and amongst decades. We deployed a method from Strauss and Corbin (1990), which outlines a constant comparison of analysed data, and the focus is on coding the data throughout (Morse & Richards, 2002). The coding process, following this approach, was

• open coding was done first. With this approach, we identified critical themes emerging from each decade, which enabled us to compare, conceptualise and categorise the data;

• secondly, axial coding helped in interrogating the context in each decade and the interaction of data throughout decades. This enabled us to compare data across decades and identify and analyse repeating themes in each decade;

• selective coding has finally helped in identifying the most important themes and relate them across decades of available research in order to validate findings and provide the general thematic analysis of all decades of research.

In the presentation of findings, we followed Braun and Clarke's (2006) approach to the thematic analysis. In that, we firstly present thematic analysis for each period (the 1980s, 1990s, 2000-2009, 2010-2019) and then we provide a general thematic analysis of all literature that was subject to the analysis (1982-2019).

The thematic analysis can be defined as "a systematic approach to the analysis of qualitative data that involves identifying themes or patterns of cultural meaning; coding and classifying data, usually textual, according to themes; and interpreting the resulting thematic structures by seeking commonalities, relationships, overarching patterns, theoretical constructs, or explanatory principles" (Lapadat 2010, p. 926).

Thematic analysis is not linked to one specific theory but can be used within a variety of research methods (Braun & Clarke, 2006) and this is because the thematic analysis is essentially a sensemaking approach, which helps in reducing large data sets (Rohwer & Topić, 2018). In the thematic analysis, coding is a basic tool that helps in identifying recurrent themes, which are then labelled and used towards capturing trends that can allow further research. In other words,

thematic analysis is mostly centred on identifying where further research is necessary rather than building a new theory, which was particularly relevant for our project.

Thematic analysis was deemed as particularly useful for this literature review analysis due to a large number of articles analysed. Thus, the thematic analysis helped in identifying recurring themes and topics of articles that were subject to the analysis. A step-by-step guide introduced by Braun and Clarke (2006) was followed and thus we first read data several times, and we then developed initial codes to organise data into groups. In addition, and as emphasised above, we also used a three-step coding to analyse the data and to capture themes more accurately.

The main research questions for the literature review analysis were,

- what are the main trends on women in public relations in the current literature?
- what is the research gap that needs addressing?

What is relevant to emphasize is that while the number of articles on women in public relations is on the rise, this does not necessarily mean that there is an increased interest in the field. The number of journals that publish work on public relations, and on women in public relations, in particular, has increased. However, if looking at journals and published works, public relations scholarship is still predominantly focused on crisis and risk communication, digital media, public relations practice, relationships, strategic communication and strategic management and media relations (Jelen-Sanchez, 2018), thus leaving the exploration of women in the industry as a marginal issue.

Findings

As already emphasized above, we analysed each decade (the 1980s, 1990s, 2000-2009, 2010-2019) and conducted a thematic analysis for each period. We firstly start with presenting the analysis chronologically and then we analyse all data in one general analysis.

The 1980s

The 1980s are the period when scholars increasingly started to research women in public relations. Majority of studies from that period come from American scholars researching the position of women in the US public relations industry, and the concerns expressed in articles centre on the two main themes, work discrimination (with subthemes of glass ceiling, pay gap, technician positions for women and educational differences) and bias against women (with subthemes of covert discrimination in promotions, chauvinism, stereotypes against women, and feminization and its negative consequences for the public relations industry) (graph 1).

Graph 1. Main themes in the 1980s

What emerged during this period is that women seem to be locked up in the so-called pink ghetto (Cline et al, 1986) with no real power even when organizations do hire them. In addition,

women were reported to face numerous issues such as being paid substantially less than men (VanSlyke, 1983; Cline et al, 1986; Miller, 1988; Lance Toth, 1988; Dozier, 1988; Singh & Smyth, 1988) and facing a glass ceiling (Broom, 1982; VanSlyke, 1983; Scrimger, 1985; Cline et al, 1986; Pratt, 1986; Dozier, 1988). Some practitioners who participated in these studies boldly linked their professional status with their private life. For example, one female practitioner said, "why should my husband earn double my salary with roughly comparable education/experience/talent? How to isolate the effect of gender is the toughie" (Scrimger, 1985, p. 45). This question has always been valid, and especially when numbers are taken into consideration. For example, according to the Velvet ghetto study (Cline et al, 1986), a woman who worked for 45 years "will earn – at best - $300, 000 less than a man. At worst, the figure could be closer to one and a half million dollars" (p. V-2).

Women also found themselves predominantly in technician rather than managerial positions. For example, in a study by Broom (1982), the number of women in the industry has reported being increased but when practitioners, male and female, were asked to explain their role women identified their work duties as communication technician rather than managerial. In other words, 58% of men saw themselves predominantly in the expert prescriber role as opposed to 34% of women who felt the same. On the other hand, 51% of women saw their role as a communication technician whereas 21% of men felt the same (ibid). Broom (1982) also reported that women tend to stay in a technician role longer than men even though both women and men were initially hired because of their journalistic skills. This finding was then echoed in the largely cited report 'The Velvet Ghetto' released in 1986, which explored this dichotomy of technician versus manager further (Cline et al, 1986).

According to the Velvet ghetto report, women have suffered from bias in regards to their intentions to get married and have children as well as move away if husband's career takes him elsewhere, which were then impeding their career progress, thus enforcing the patriarchal view that all women desire to be mothers and concentrate on their husband's careers. In addition, women were seen as problematic when they do have children due to childcare, and they were seen through traditional biases against women, such as not suitable to be good managers, too emotional, lacking corporate spirit, not being good team members and simply not part of the gang (Cline et al, 1986). However, the problem with this study is that researchers assumed, when designing the study, that there is no overt bias or discrimination in the management against women but that the problem is in the socialization of women in public relations and self-selection of technician roles amongst female practitioners. Nevertheless, their own findings revealed that

overt discrimination exists, albeit it tends to change dynamic depending on circumstances. For example, it has been reported that "overt discrimination drops quickly after the first few women take executive positions but picks up again as women occupy more than 15 per cent of management position" (Cline et al, 1986, p. I-6).

On the other hand, researchers also reported covert discrimination such as creating new job titles for men and hiring them at a higher level. In other words, "companies can pay women less than men, without appearing to discriminate, by creating new job title for men. Men can also be hired in at higher levels than women" (Cline et al, 1986, p. I-6). DeRosa and Wilcox (1989) also criticised the Velvet ghetto study by arguing that women are not less aspirational than men but have lower expectations because of the situation in the workplace. Thus, the authors stated that "gender differences are in the eyes of the beholders. Men and women are entering public relations for the same reasons, and many of the stereotypes do not hold. For example, men and women are equally interested in managerial roles and neither aspires to the technician level for the balance of their careers. Unlike the Velvet ghetto study, these research findings do not support the idea that males tend to be more serious-minded about a career in public relations than women" (DeRosa & Wilcox, 1989, p. 88-89).

The impact that the Velvet ghetto report mostly centres on correctly identifying that women are confined to ghettos with little impact "on company's policy, offering little access to top management" (Cline et al, 1986, p. III-2) and many job titles were empty without any meaning. In addition, even when women have been promoted these promotions were smaller. In other words, "although women are promoted more often than men, their promotions are smaller and leave them in the lower positions in the corporate hierarchy" (Cline et al, 1986, p. III-7). This notion has also been recognized in a study conducted in Canada. A research study published a year before the Velvet ghetto report showed that women feel they have insufficient influence in the department (Scrimger, 1985) and that their predominant work duty is secretarial or clerical whereas only 9.1% reported doing public relations work as their first job (ibid).

The question of power is thus inextricably linked with masculine organizational culture, and early studies reported male networking and bias against the women. For example, in a study by Scrimger (1985) one respondent said "there is male chauvinism aplenty in the upper echelons of corporations and especially in the profession itself. In the CPRS, the term "senior practitioner" is synonymous with the word male" (p. 45). This chauvinism is also visible in lack of access to networking, mentorship, and exclusion from events. In a Velvet ghetto study, study participants revealed they are excluded "from after-work drinks, from lunches, from golf games. Women are

not 'one of the boys', not eligible for membership in the old-boy network; men do not take women seriously; women are not tough enough for management; women are not breadwinners, so will not take work as seriously; women will get pregnant, her kids will get sick, her husband will be transferred; women have never developed the skills to be a "team player" in management" (Cline et al, 1986, p. III-12, emphasis in the original). In addition, some studies also reported that women do not have opportunities to network and access support work, but instead of forming their own networks they tend to wait to be accepted to existing ones (Mathews, 1988).

However, men were not the only ones seen as impeding the progress of women. The Velvet ghetto study recognized that older women tend to be the problem sometimes, by expressing the 'Queen Bee' syndrome, or "refusing to help other women achieve the same success they worked so hard to achieve" (Cline et al, 1986, p. III-13). These prejudices were not present just amongst US practitioners but also elsewhere. In a Nigerian study, Pratt (1986) echoed these views by reporting on findings that indicate that the number of women in the industry has increased but women were still seen as unfit for good executives. However, some scholars noted that when some did not hold this derogatory view of women then they often held a view of superwoman, or a woman who can do it all, have a career, marry and have children and look after a home (Lance Toth, 1988), thus imposing impossible expectations on women and effectively preventing them to meet their full potential. Some studies also called for women to show more initiative stating that older women cannot carry all women in the hierarchy and that women thus need to generally show initiative in asking for promotions and pay rises (Mathews, 1988).

Nevertheless, Mathews (1988) stated that,

> "the women's situation is hampered by lethargy, an indifference by many people about the severity of equal treatment of women in the public relations/communications field. Complicating this situation is that many of the women who have worked so hard toward equality are running low on energy themselves. There are too few women at the top to carry the load of working for all the women in the profession. Only if women combine their resources, talents and energies can retrogression again be changed to progress" (p. 28).

But some works also revealed a problem that is nowadays recognized in academic work, and that is that blokish women sometimes conform to masculine work traits and thus an expectation is imposed on all other women who may not be able to repeat those behavioural patterns (Topić, 2018). For example, Lynda & Stewart (1988) called for women to be professional, dress and

behave seriously and refrain from talking about parenting in the office. Lynda and Stewart (1988) also stated,

> "women say they want role models. Well, they do not see executive men OR women directing birthday parties at the office. And then these women whine that they are not viewed as professionals" (p. 22-23, emphasis in the original).

A similar situation is recorded in a reflexive piece by Yeomans (2019) who admitted she was forced to embrace masculine leadership characteristics when working in public relations industry during the 1980s, thus effectively being forced to conform to patriarchal business structures that benefit men and blokish women.

The period of the 1980s was also dominated with several studies on education, for example, educational qualifications of male and female practitioners, skills that public relations education should promote as well as whether scholars researching women will be promoted in predominantly male faculties. When debating education, scholars reported that men often come with journalism degrees whereas women come with public relations degrees to the industry (Theus, 1985) and the fact the public relations were starting to attract more women lead towards scholarly debates as to whether feminization of the industry will depress salaries given that men go where the money is and normally professions with lots of females does not bring high financial rewards (Theus, 1985; Cline et al, 1986; Lance Toth, 1988). The study by Theus (1985) also pointed out that women are more likely to hire other women than men and that women who graduate with public relations degrees have to compete for jobs with other female public relations graduates, as well as men with degrees from journalism.

However, the most interesting aspect of educational debates during the 1980s is centred on women's research skills and the educational levels of public relations practitioners. For example, a comparative study analysing the US and the UK showed that formal education of US and UK practitioners was similar but practical job learning whilst in the position was more present among British practitioners than the American ones (VanSlyke, 1988). A similar study on education from Canada also revealed that 78% of public relations practitioners did not hold a degree or college diploma whereas more than 50% did not hold a university degree (Scrimger, 1985). Nevertheless, a study by Theus (1985) in the US indicated that women tend to place "greater emphasis on creativity, interpersonal interaction, societal values and writing skills than do men" (p. 49).

Following this, Dozier (1988) proposed for all public relations courses to have modules in research and planning because the research was recognised as a key skill for progressing to managerial roles. This research came in response to studies arguing that women are predominantly in technician roles rather than managerial. Therefore, Dozier (1988) argued that organisational politics preserve male dominance and male's power but that women are more inclined towards research scanning and yet do not act on it. Therefore, since numbers of women public relations students increased, introducing research skills to courses could have increased chances of women to progress to managerial positions. In addition, the article also calls for female practitioners to incorporate research into their daily practice to overcome the concentration of power of men. Nevertheless, Dozier (1988) argued that women are more inclined to use scientific methods and should use this as their advantage to break the glass ceiling and get out of technician roles,

> "Scientific scanning techniques are more important to female practitioners than male practitioners. The stereotypic manager possesses stereotypic masculine characteristics. Not surprisingly, male practitioners are easier for (male) members of the dominant coalition to accept in decision-making meetings. Male practitioners, groomed for the manager role through mentoring and "informal assistant" status, don't need scientific scanning as much as do female practitioners, although it helps. Women, on the other hand, are segregated in the technician role. Their predominant enduring organizational role does not provide entree to the dominant coalition. Therefore, women practitioners who control scarce resources, who are the organization's experts on "'what's going on out there," are more successful in management decision-making participation than women practitioners who do not scan. Consistent with the notion of scarce resources, women find relatively sophisticated scientific scanning more valuable to participation than the more common informal scanning." (p. 12)

The findings from Dozier (1988) were also echoed in a study by DeRosa and Wilcox (1989) who conducted research on female practitioners and found no differences in aspirations among men and women, as well as more inclination among women to engage in planning than men.

Nevertheless, in academia, the situation was not much different as with the industry. For example, in a study by Miller (1988), nine out of 10 graduates reported racial or sexual discrimination, which had an impact on their graduate experience. However, participants also reported a lack of female faculty as something that had a negative impact on graduate experience due to the fact participants did not have support from male faculty or male colleagues and thus lack of

mentorship opportunities. Participants in this study, therefore, recommended an increase in female faculty and using these faculty members in all levels to positively impact the experience of graduates. This is because "the increase of female faculty certainly would promote increased mentoring relationships between female faculty and students. These types of relationships have been found to be critically important (...) the importance of women being successful in the academic community cannot be understated. The female professor potentially serves as a role model for her female students. She provides necessary and beneficial mentoring functions. She is usually the only person a female graduate student can "RELATE TO" personally and professionally. Without mentoring, an otherwise-uncomfortable situation can very easily be made insufferable" (Miller, 1988, p. 34, emphasis in the original).

However, those female faculty members that existed feared they will not be promoted for researching women's position in the public relations industry. For example, Grunig (1988a) expressed the fear of not being promoted for researching women and called for the inclusion of more female faculty members to improve not just gender equality of women aspiring to be academics but also student experience. Nevertheless, she called feminist theory in public relations influenced and directed by men and thus expressed concerns over promotion and future inclusion of female faculty into academia. In her words,

> "the erosion of feminism's activist potential happens largely when men who profess feminism themselves establish a feminist canon that once again denies the hard-fought diversity of women's voices. This is not to belittle the contributions that individual men on faculties throughout the country have made on committees that deal with searches, promotion and tenure. It is not even to argue that male scholars cannot be feminists (...). The argument, instead, is for women setting their own research agenda –one that includes the investigation of women's concerns even when those concerns do not jibe with what most men might consider worthy of study" (Grunig, 1988, p. 49).

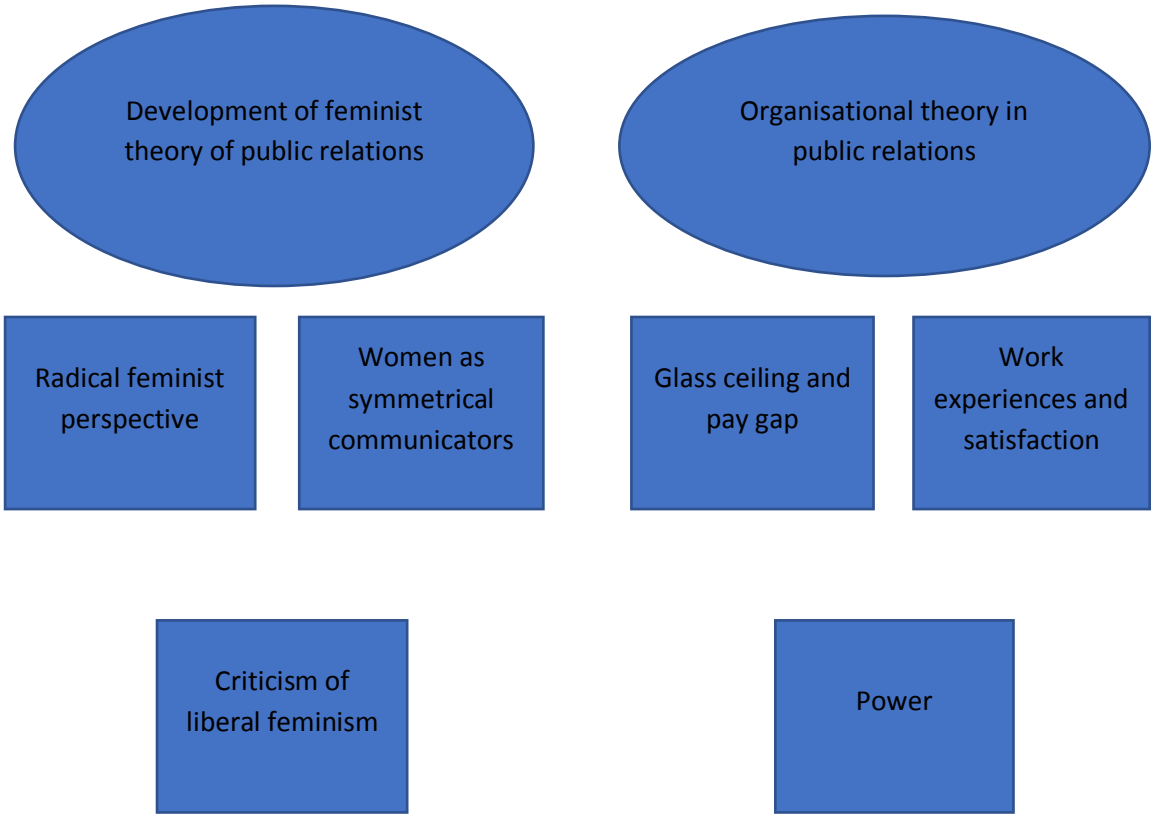
Grunig (1988) also noted that many women who teach public relations fear of being seen as feminists because that label could potentially devalue their research.

The 1990s

During the 1990s, scholars engaged in more complex scholarly enquiries, thus engaging with theory development in the field of public relations. In other words, while scholars in the 1980s established women in public relations as a legitimate point of enquiry and expressed concerns over unequal position of women in the industry, as well as of women in public relations higher

education departments, during 1990s scholars continued this research but also established the field of women's studies in public relations as a sub-discipline of public relations scholarship. The research during the 1990s is thus linked with organisational theory and feminist theory and debates how the position of women in public relations should be analysed. Thus, two main themes in this period of the analysis are development of feminist theory of public relations (with subthemes of radical feminist perspective, women as symmetrical communicators, and criticism of liberal feminism) and organisational theory in public relations (with subthemes of glass ceiling and the pay gap, work experiences and satisfaction, and power) (graph 2).

Graph 2. Themes in the 1990s



It is immediately visible that similar issues have been analysed in this period as in the period of the 1980s, however, in this period the research got more detailed. In other words, whereas in the previous period scholars were firstly establishing the field by running brief surveys with practitioners, in this period scholars became aware of some specific issues women in public relations face and analysed issues such as pay gap and the glass ceiling within the debate of organisational theory.

Speaking in terms of first theme, feminist theory of public relations, some studies stated that women are more inclined to use symmetrical communication than men and that women would

practice a "more cooperative, negotiation style of public relations than would men if women saw themselves in a managerial-rather than technical-role" (Grunig, 1991, p. 85-86; Grunig, 1999). This is a clear link with radical feminist theory, which traditionally argued that men and women are different and that women's distinctiveness has to be praised rather than used to undermine women's prospects (Daly, 1973; Rakow & Nastasia, 2009).

In the same way, Grunig (1991) argues that women and feminized men are more likely to use two-way, balanced communication, and thus she praises female distinctiveness, which has always been an argument inherent to radical feminism and this view has also been popularised in the work by communication and languages scholar Deborah Tannen (1990) who argued that men speak the language of competitiveness, independence and status while women speak the language that creates intimacy and builds relationships. Aldoory (1998) also looked at the leadership skills of female public relations practitioners. While leadership in the industry can be seen as part of liberal feminist inquiry, at first sight, this research also has elements of radical feminist inquiry because the study looked at women's distinctiveness. Aldoory (1998) thus found that women tend to use "participative management, attempts to energize staff, and empathy" (p. 97).

Nevertheless, some scholars also engaged with theory criticism. For example, Creedon (1993) criticised systems theory of public relations from a radical and socialist feminist point of view (albeit different forms of feminism are not openly mentioned in her work). In other words, she stated that systems theory perpetuates class differences and creates a view according to which women need to seek to be like men to succeed, which is thus undermining desired recognition of diversity and femininity as an asset, the latter being a point argued frequently by radical feminists.

Liberal and socialist feminism is however discussed in the work by Weaver-Lariscy, Cameron and Sweep (1994) who argued that majority of works on women in public relations come from a liberal feminist perspective and thus concentrate on equal pay and employment rights, and this is particularly visible in a liberal feminist argument on technical versus managerial roles. The authors thus call for socialist feminism in public relations scholarship arguing that only socialist feminism can appropriately address the oppression of women, visible also in the fact that as profession gets feminized men to tend to leave the profession and thus its prestige and financial rewards tend to decrease (ibid). Authors, therefore, argued that liberal feminist research on women in public relations has focused too much on individual progress rather than collective, feminine progress, which is the focus of socialist feminism that also addresses pay inequality but from a more collective perspective of looking into oppression by race, class and sex (ibid). Thus,

authors correctly argued that "for the liberal feminists, the route to change is through the individual, with issues like equal pay and job status. For socialist feminists, it is more important to change the structure and its underlying assumptions for all women" (ibid, p. 135-136). However, some scholars defended systems theory and thus advocated that excellence theory will help women get managerial positions (Grunig, 1999), thus continuing with liberal feminist advocacy of individual achievement. In addition, the same research argued that women are naturally two-way symmetrical communicators and as this theory sees this form of communication as desirable Grunig (1999) thus argues that this form of communication will be fully achieved when more women get empowered. While the focus of personal progress to managerial positions belongs to liberal feminism, there is an element of radical feminism here because Grunig (1999) talks about women in general and their empowerment, and praises their distinctiveness as beneficial for public relations industry in general.

Some scholars engaged with organisational theory and public relations industry, with a focus on how organisational culture affects the position of women in the public relations industry (Grunig, 1995) and work satisfaction among women (Serini et al, 1997) while the others also engaged with debating feminist methodology and advocated for a qualitative interviewing method, which will then explore experiences of women in-depth and provide good recommendations on how to improve their position (Childers Hon, 1995). On top of that, a field of women's public relations history started to develop with some studies analysing work of female public relations practitioners such as, for example, Jane Stewart (Miller, 1997) and Doris Fleischman (Henry, 1998) or career routes for women in post-WWII Britain (L'Etang, 2015).

In addition, some studies also engaged in analysing the notion of power and which gender holds power in organisations. In a study by Grunig (1990), a view that women mostly hold technician roles is re-enforced, and thus women still reported they do traditional journalistic jobs such as writing press releases, speeches, newsletters and continue to remain "outside the door" (p. 115) when it comes to decision-making process within organisation. The notion of power is also found in studies on higher education where women have reported 'old boys networks' as the main reason why they do not succeed as much as they could otherwise (Zoch & Russell, 1991). For example, female faculty had less power and visibility in mentorship positions. Instead, female staff members were assigned large introductory modules instead of more prestigious, specialist classes. This brought to the situation that women "spend more time in preparation as well as in the classroom; to be overloaded with committee assignments; and to more likely teach in

practitioner-oriented disciplines, than in purely academic ones" (Zoch & Russell, 1991, p. 30-31; see also Yin Tam et al, 1995).

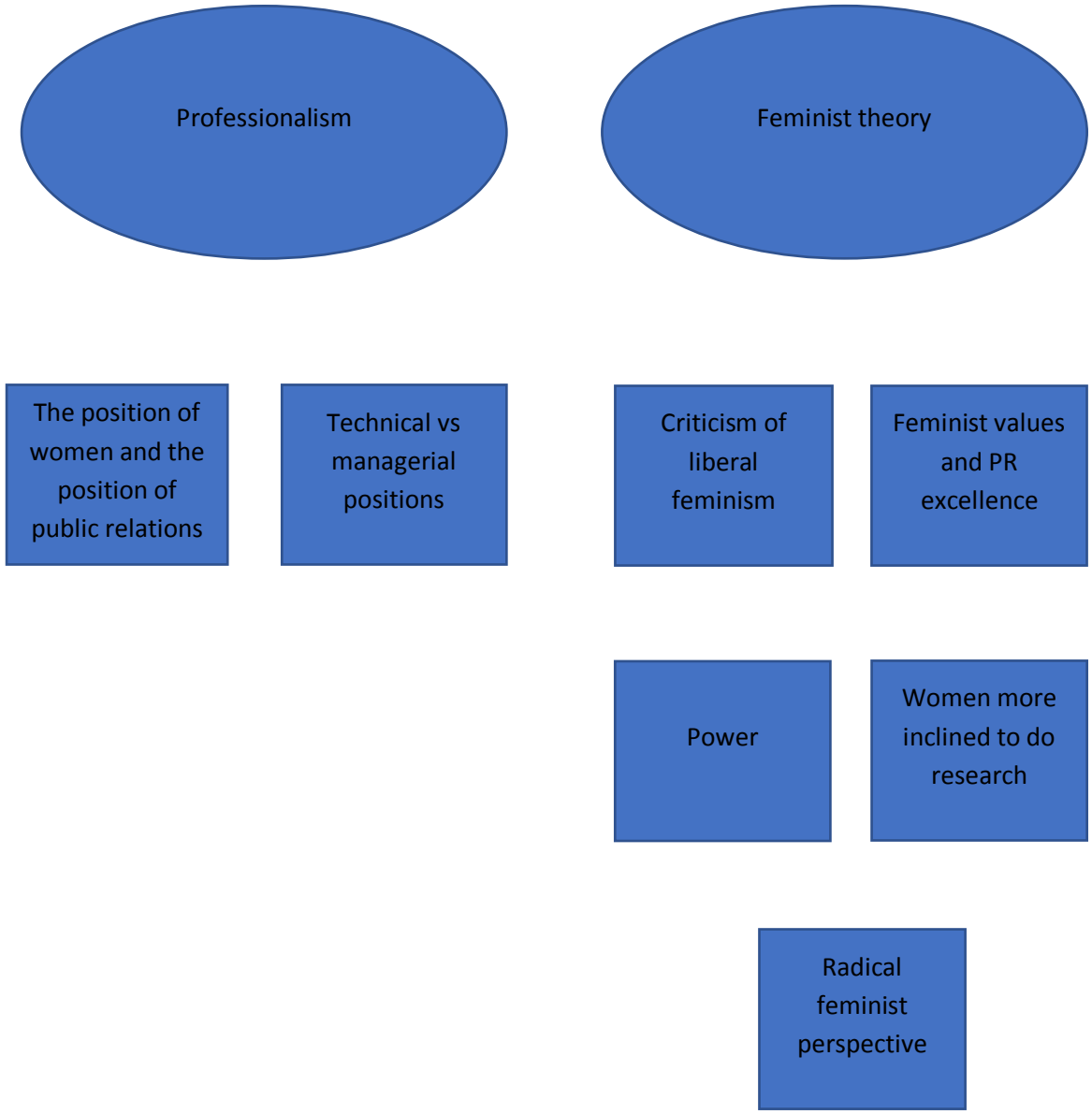
This period also continued with studies on the glass ceiling and pay gap, as problems pertinent to the position of women in the public relations industry, however, some studies extended these debate from a mere consideration of how much are women paid to include also experiences of racism and sexism (Toth & Cline, 1991), thus providing another link with radical feminist perspective. In addition, some studies continued influential research from the 1980s on technician-manager dichotomy where women find themselves in technician roles (Toth & Grunig, 1993; Toth et al, 1998). In this case, women reported having technical duties whereas researchers found that men in technical roles still have at least some managerial duties, which was not the case for women. In other words, "the women's technical dimension was more clearly confined to technical activities. A mixture of activities was not found in the women's managerial dimension (...) The men's technical dimension indicated an emphasis on the beginning tasks of people in public relations – writing, editing, producing messages; editing messages; disseminating messages, and implementing decisions made by others (...) The men's technical dimension also included implementing events and new programs, but managing public relations programs, and activity indicating greater responsibility, scored almost as high" (Toth & Grunig, 1993, p. 170-171).

Some studies also noted that women started to notice gender inequality more than before (Sallot et al, 1997; Sallot et al, 1998) and speak up about sexual harassment and other forms of discrimination (Sallot et al, 1998). However, despite being able to talk about problems women continued to express lower career expectations than men (Farmer & Waugh, 1999).

The period of 2000-2009

The period between 2000 and 2009 presents a continuation with theory development. Therefore, several studies interlinked the position of women with the position of the public relations industry and its recognition, as well as feminist theory and thus questioned whether liberal feminism helped women. Therefore, two main themes in this period are professionalism (with subthemes of the position of women and the position of public relations and technical versus managerial positions) and feminist theory (with subthemes of criticism of liberal feminism, feminist values and PR excellence, power and a view that women are more inclined to conduct research, and radical feminist perspective) (graph 3).

Graph 3. Themes in the period between 2000 and 2009



For example, in a study by Grunig, Toth and Childers Hon (2000) authors invited for further research on feminism and feminist values, arguing that feminist values can contribute to excellent public relations practice. In that respect, authors argued we would need to look at issues such as gender, but also race, class and sexuality and see how these elements influence the position of women. With this, public relations scholarship started with research on intersectionality in women's treatment (albeit this is not always explicitly mentioned), which originally started with the work of Black feminist Kimberlé Williams Crenshaw (1989). These studies were then complemented with studies on diversity in public relations where authors argued that public relations industry must diversify its workforce (Childers Hon & Brunner, 2000; Pompper, 2004).

On the other hand, Aldoory (2005) argued that all data showing feminization of public relations has opened up a question on the effectiveness of feminist theory in addressing "gender and power and the impact of classism and racism on the discipline" (p. 668). While feminist research has helped in establishing the position of women in public relations and while awareness has been raised, Aldoory (2005) argued that future research needs to look at notions of power and difference. Many studies in this period indeed looked at these issues and analysed the notion of power. In that, the authors argued that power comes from several factors, such as managerial role enactment, inclusion in the dominant coalition, reporting relationship, employee support and department structure (O'Neill, 2003a). Some authors also directly questioned liberal feminism by arguing it did not work because once the number of women in public relations increased it did not help women obtaining power and higher rated positions (Aldoory & Toth, 2002).

This criticism is linked with women still occupying predominantly technical roles, which was the cornerstone of research in previous decades and from the early days of the public relations research on women. The fact women are in technical position then naturally leads to the situation that women earn less than men (Aldoory & Toth, 2002; Grunig, 2006; Dozier et al, 2007; Creedon, 2009; Beurer-Zuellig et al, 2009) and generally have less power (Grunig, 2006; Fröhlich & Peters, 2007; Aldoory et al, 2008; Edwards, 2009). Nevertheless, even when women are put in a higher position, they have less power than male managers. For example, in a study by O'Neill (2003a) women reported exclusion from formal and relationship power and this exclusion from power structures put them in a situation to have less influence in the organisation. The latter particularly applies to structural power, due to women's traditional exclusion from old networks. However, research also reported that when women work in a women-only environment they still embrace masculine methods of competition and there does not seem to be harmony but power struggle again (Fröhlich & Peters, 2007).

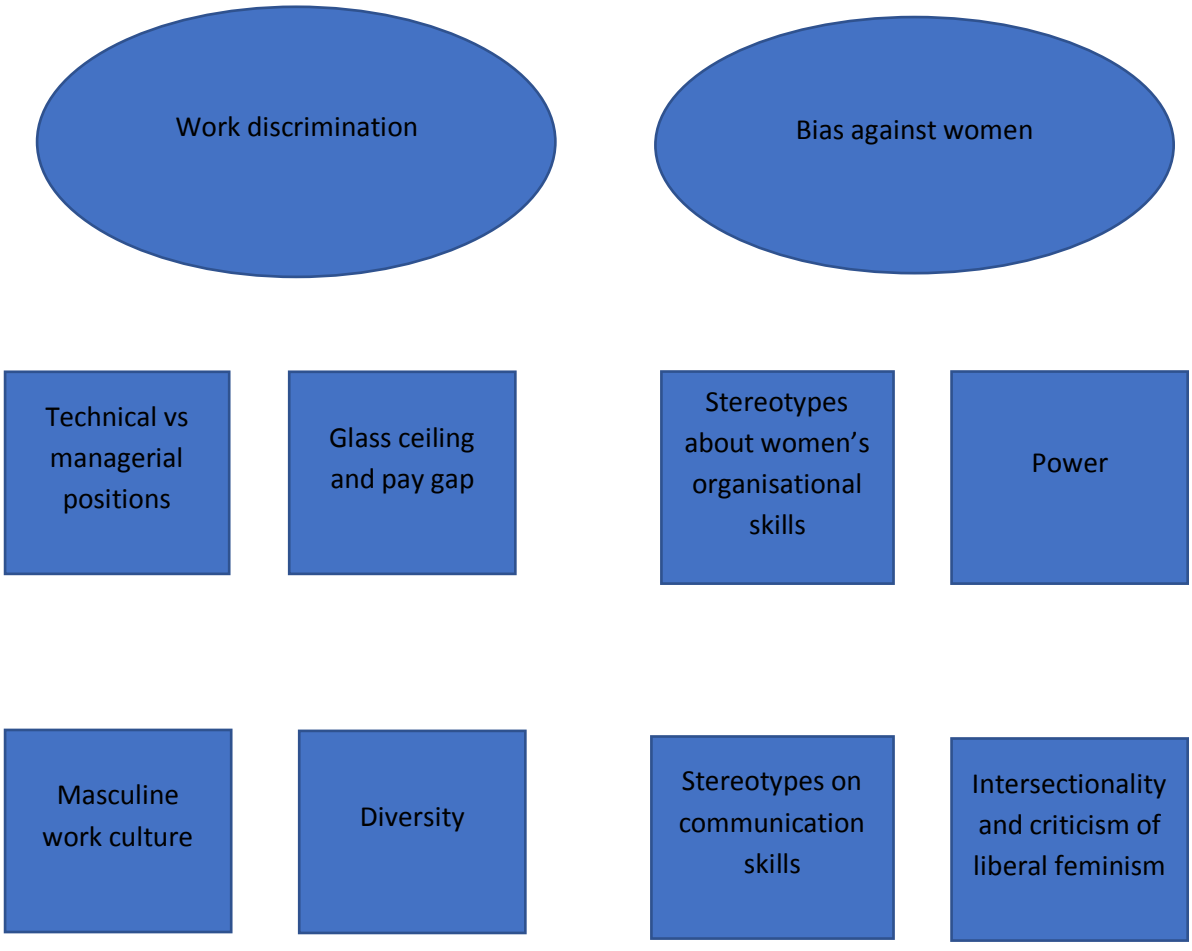
Some scholars also continued with researching women's inclination toward research. For example, Grunig (2006) argued that women express more interest in research than men and generally do more research than men. Thus, any real difference in performance between men and women predominantly comes from socialisation in the organisation rather than biology. Similarly, in a study by Mendoza (2007) research was emphasized as a key skill for public relations professionals. However, the most significant finding can be found in a study by Sha & Toth (2005) where authors interviewed young professionals only to realise that male young professionals express less agreement with discrimination of women in the industry, thus

effectively undermining the view that the problem is in old white men. While old white men can be more conservative, it is apparent that the problem exists at all levels and that many men lack the ability to understand the position of women and how the system is designed to predominantly benefit men.

The period of 2010-2019

Finally, in the last analysed period, the two main themes identified are work discrimination (with subthemes of technical versus managerial positions, glass ceiling and the pay gap, masculine work culture, and diversity) and bias against women (with subthemes of stereotypes about women's organisational skills, power, stereotypes on communication skills and intersectionality and criticism of liberal feminism) (graph 4).

Graph 4. Themes in the period between 2010 and 2019



While it is clear that in first two analysed periods perspective of liberal feminism dominated, with some works coming from radical and socialist feminism, in this last period of the analysis, scholars turned towards analysing work discrimination from both liberal (technical versus

managerial positions, glass ceiling and the pay gap) and radical feminist perspectives (masculine work culture and diversity).

According to observations from scholars, in the period between 2010 and 2019, women are still underrepresented in leadership positions (Dubrowski et al, 2019; Place & Varderman Winter, 2018; Aleman et al, 2018; CIPR, 2018a; Tench et al, 2017; Soria & Gomez, 2017; Yeomans, 2014; CIPR, 2014b; Fitch & Third, 2010) and some data showed that number to be up to 80% (Dubrowski et al, 2019). In addition, studies showed that pay gap is still a problem (Moreno et al, 2018a; Moreno et al, 2017; Moreno et al, 2015; CIPR, 2018a; Tench et al, 2017; Varderman-Winer & Place, 2017; CIPR, 2017; CIPR, 2017a; CIPR, 2016b; CIPR, 2014a; Andrade & Sobreira, 2013) and both pay gap and the glass ceiling problems are still linked to the fact women primarily occupy technical roles (Pulido Polo, 2012).

Stereotypes against women followed the feminization of the public relations professionalism debate. For example, some studies showed that men are still believed to have more organisational power while women are believed to have strong media and communication skills (Lee et al, 2018). Nevertheless, some scholars also recognised that "gender socialization may play a role in women practitioners' power-control and use of alpha and omega practices. It is possible that women use alpha practices most often because they have been socialized to act less aggressively when they employ omega strategies" (Place, 2012, p. 447).

Stereotypes also include seeing women as more inclined to have good communication skills and to be more dedicated to personal communication that builds relationships. However, some studies argued that this is not necessarily the case. For example, in a study by Verhoeven and Aarts (2010) women expressed more appreciation towards social media communication and correctly predicted its relevance while in a study by Tench, Moreno and Topić (2017) women have shown to be more inclined towards emails and social media communication whilst men expressed more inclination towards the phone and face-to-face communication, thus going entirely against the usual stereotype of women preferring relationship-building form of communication.

But, the biggest issue with stereotypes came from media and popular culture. In a study by Fitch (2015a), it appeared that practitioners are always portrayed as male, white and untrustworthy or unhelpful while female practitioners are portrayed as a love interest and white, middle class, young, desirable and single. Fitch (2015) notes that public relations scholarship dismisses these stereotypes as inaccurate and not representative of the industry, however, she also argues that the

popular culture representation of public relations is gendered because women are often also portrayed as trivial while men are portrayed as important (see also Johnston, 2010).

Nevertheless, some scholars also argued that feminist public relations scholarship failed in understanding how gender constructs the experience of working in the public relations industry (Fitch, 2016a) and that gendered work experiences may differ from sector to sector, e.g. between the private and public sector (Yeomans et al, 2016). This naturally led to some studies tackling organisational issues such as masculine culture and emotions. For example, Place (2015) analysed how the gender system operates in the public relations profession and mapped gender in a more intersectional way. Place (2015) focused on diverse gender identity suggesting that a binary difference is not sufficient to understand the complexity of gendered work in the public relations industry.

In the last decade, more studies tackling diversity appeared arguing that public relations are still dominated by white men (in leadership positions) and white women (in technical positions). For example, Varderman-Winter and Place (2017) argued that diversity still remains a problem in the public relations industry as well as in public relations research, emphasizing that research on diversity tends to be anecdotal. They also argued that intersectional identities have a link with the pay gap and this presents a historical problem because "historically, women and white practitioners have dominated the public relations field. Research suggests fairly consistent findings of gender composition in the field, with women comprising 60-70% of the field, and men comprising 27-37%" (p. 326).

Other scholars also argued that since women already constitute the majority in the public relations industry, we need to move away from comparing women with men and actually compare women with women the "and approach practice in context so that its daily logic and dynamic can be observed" (Edwards, 2009, p. 253, cited from Pompper, 2012, p. 89). In addition, it has been recognised that we also must understand different groups and the value they bring to the society so that the work produced characterizes the society and its wider social norms (Edwards, 2011).

This period also had a debate on women and research. For example, Vieira and Grantham (2015) argued that research should be a required component of a University degree in public relations. In other words, the argument was that public relations education should not focus just on vocational teaching but also research-informed teaching, which presents a historical difference in the way public relations education is understood in, for example, the US and the UK

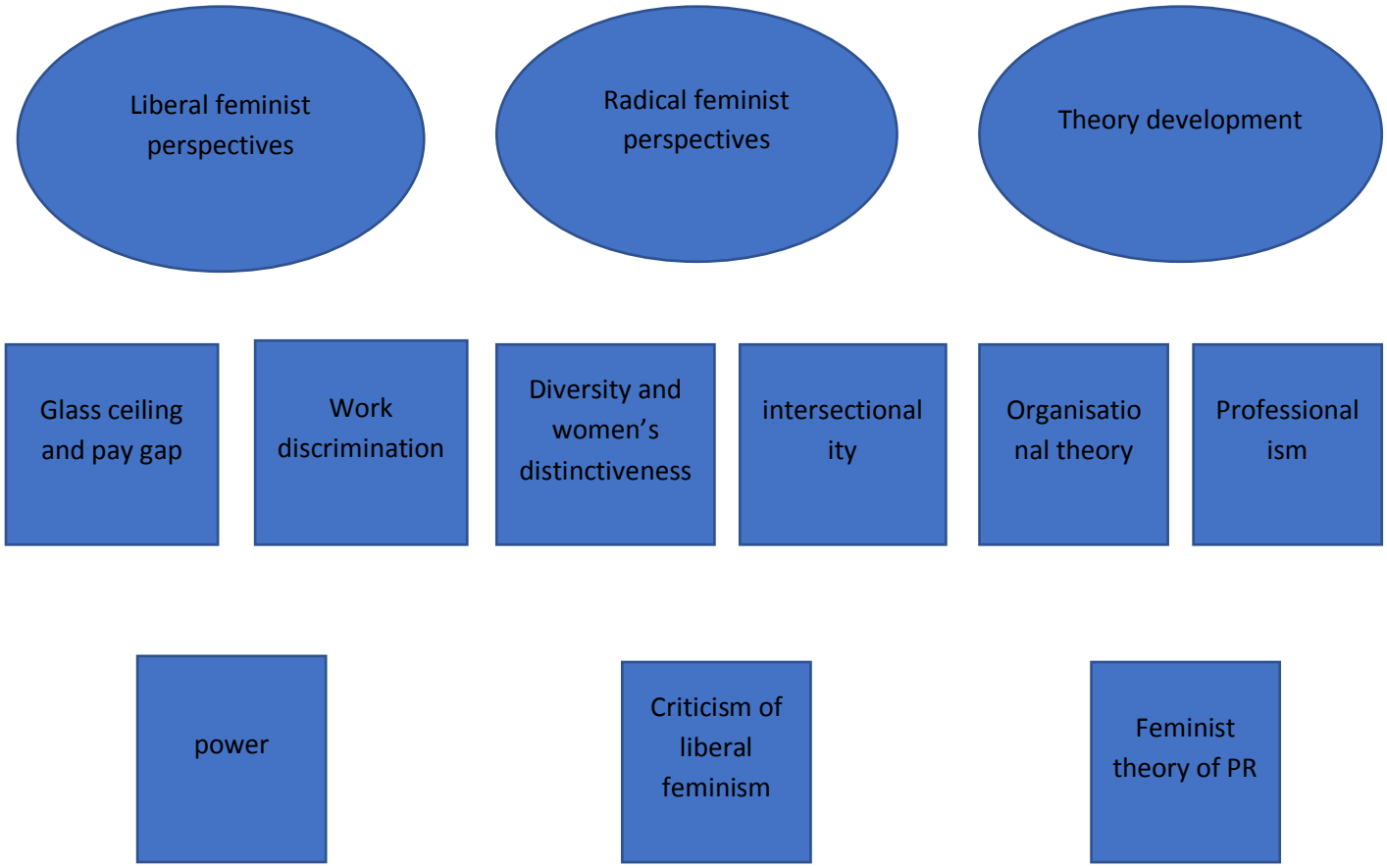
(VanSlyke, 1988). In addition, US scholars generally seem to use the term profession and professionalism of public relations more than, for example, the UK and Australian scholars who see public relations as an occupation (L'Etang, 2004; Edwards, 2018) despite the fact that UK's Chartered Institute of Public Relations regularly releases 'State of the Profession' reports and has a chartered status, thus showing an attempt to make public relations work seen as a profession.

A General Thematic Analysis: Literature Trends in a Period between 1982-2019

When looking at all identified themes, during analysed periods (the 1980s, 1990s, 2000-2009, 2010-2019) it appears that the majority of work would fit into three general themes,

a) Liberal feminist perspectives where scholars analysed issues such as glass ceiling and pay gap, work discrimination (such as the fact that women can mostly be found in technical positions, lack of mentorship opportunities, etc.) and the power that women simply do not hold due to their low status within organisations.
b) Radical feminist perspectives where scholars have started to analyse diversity in public relations, intersectionality in lack of opportunities for women, women's distinctiveness (e.g. such as women being seen as more inclined to do research and having different ways of doing things) and they also offered criticism of liberal feminism that did not solve problems for women.
c) Theory development where scholars engaged with developing an organisational theory of public relations and thus analysing the position of women in the organisational setting. This has a clear link with liberal feminist perspectives as this line of research is also concerned predominantly with women advancing in their careers. In addition, scholars engaged with developing feminist public relations theory and professionalization of the field, which was in some cases linked to the position of women (graph 5).

Graph 5: Thematic Analysis: Main Literature Themes (1982-2019)



While there are some differences in the framework under which the same issue was sometimes analysed, the concerns remain the same. In other words, the issue of pay gap and glass ceiling, for example, has been analysed as part of work discrimination studies in the 1980s while this same issue belongs under the organizational theory of public relations in the 1990s. In 2000-2009, this issue has been analysed under professionalism debates, and in the final period (2010-2019) this issue again returned to work discrimination concerns. Thus, the debate on discrimination of women in four decades of research has reached a full circle and returned to the discriminatory work environment, as even though the position of women has significantly been improved since the early days, the reality is that many women still can't progress in their careers.

In addition, while bias against women has been recognised in the 1980s in the form of chauvinism, covert discrimination and stereotypes and biases against women (e.g. women not being good team players), in the last analysed period (2010-2019) this issue returned to the agenda with women being recognised through stereotypical communication skills, which then

leads them naturally to technical positions. Newer research, however, recognised the issue of masculinity which prevents some women from obtaining leadership positions due to lack of recognition of diversity, the latter also recognised in the research.

In summary, the majority of research conducted on women in public relations comes from a liberal feminist perspective and thus heavily concentrates on the glass ceiling, pay gap and career opportunities and career hurdles for women. However, as some scholars correctly recognised these considerations and activism did not help women significantly and, in a way, it seems feasible to argue that liberal feminism in itself is somewhat positivist and only identifies a problem without being able to tackle the root of the issue. However, radical feminist analysis of society and patriarchal structures that impede progress for women, without being able to identify specific issues women face, is difficult too.

Nevertheless, it needs to be emphasized that the fact the majority of works on women and public relations are guided by liberal feminism, and this comes from the fact that the majority of works are published in the US where liberal feminism always had the popularity. As opposed to that, in the UK, feminist works were always more frequently influenced by radical feminist perspectives. Thus, academic work on women in public relations largely fits within cultural context and the context of society in which the work is produced with American society historically being centred on individualism and individual achievements as opposed to European societies where there has historically been more collectivism, and where many European countries in different historical periods also had socialist regimes in power (with some currently having a socialist party in the Government, e.g. Spain and Portugal).

Future Research

The analysis of the literature indicates that the focus of future research must be on masculine organisational culture, thus using elements of both liberal and radical feminism. In other words, if four decades of academic research continually show prejudices and discrimination of women, then there is something to say about the system that prevents women from meeting their full potential and, for example, occupy leadership positions. In other words, criticism of liberal feminism in this particular case seems reasonable, and calls from authors with radical feminist and socialist feminist perspectives seem appealing. However, the work underpinned by radical and socialist feminism still needs to borrow from liberal feminism in identifying hurdles women face in their careers to be able to identify the root of the problem.

Therefore, future research needs to look at the position of women in public relations through socialist and radical lenses and investigate the organisational and social structures that prevent women who want to progress in their careers in meeting their full potential. In addition, future research needs to investigate the impact of masculinity and masculine organisational structures on women, e.g. the issue of bloke-ification and the Queen Bee syndrome (the first already being recognised in media studies and the second being recognised in early public relations research).

Only by deconstructing the structures that prevent women from progressing and only by addressing inequality in general (gender, class, regional background, race and ethnicity, patriarchal expectations and expected roles, etc.) can we fully comprehend what is it that prevents women from excelling in all aspects of their professional and social lives.

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APPENDIX I

IDENTIFIED LITERATURE ON WOMEN IN PUBLIC RELATIONS

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APPENDIX II
LITERATURE REVIEW

Reference

Broom, G. M. (1982). A comparison of sex roles in public relations. *Public Relations Review* 8(3), 17-22.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This article reports on the author's survey of members of the Public Relations Society of America in which he evaluated men's and women's perceptions of professional role models. Glen M. Broom asked a systematic sample of PRSA members to respond to questions about four conceptual role models: the expert prescriber, the communication technician, the communication facilitator and the problem-solving process facilitator. The results indicate that public relations practitioners see themselves in only two roles--those of communication technician and some combination of the other three models. He found that men and women differ significantly: Men see themselves primarily in the expert prescribed role, while women reported the communication technician as their dominant role. This research was supported by grants from the Foundation for Public Relations Research and Education, and the University of Wisconsin Graduate School, where Dr Broom conducted this study. He is art associate professor in the Department of Journalism at San Diego State University.
Keywords (5-7)	• Women • Public relations • PRSA • Professional Roles
Key Highlights (3-5 – be brief in the summary)	• The number of women is increasing in public relations • Both men and women see themselves in the role of an expert prescriber, however, women rated communication technician as a secondary role whereas men rated communication technician as fourth • Men rated problem-solving process facilitator as a secondary role • 58% of men saw themselves predominantly in the expert prescriber role as opposed to 34% of women who felt the same • 51% of women saw themselves as communication technicians while only 21% of men felt the same • Both men and women are hired because of their communication and journalistic skills but women tend to stay in that technical role longer than men
Theory Used (indicate if none)	**Theory Name:** Consulting theory / The Social Psychology of Organisations **Brief Theory Summary** • Four models of practitioners: expert prescriber, communications technician, communication facilitator and problem-solving process facilitator.

	• "An individual practitioner likely plays some or all of these roles to varying degrees, but role research shows that, over time, a dominant pattern of behaviour emerges as role incumbents go about their day-to-day work and dealings with others in the work situation" (p. 19).
Application of Article to Practice **(3-5 – be brief in the summary)**	• Different perception of the role importance among men and women • Would be applicable to the present situation to compare whether the situation has changed in the industry
Key citations from the article	"Whereas both rated the expert prescriber role highest, women rated communication technician a close second. Men rated communication technician fourth. Men put the problem-solving process facilitator role second; women rated this role third. Communication process facilitator--third for men--rated fourth on the women's role profile**.** Mean ratings for women were lower than those for men on all but the communication technician role" (p. 19-20). "About half of the women see themselves operating primarily in the communication technician role, while more than half of the men report the expert prescriber role as their dominant role. It appears that even though both men and women are hired initially for their communication and journalistic skills, women tend to stay in the communication technician role to a greater extent than their male counterparts" (p. 21).

Reference

VanSlyke, J. K. (1983). On the job: Corporate communicators in the United States and the United Kingdom. *Public Relations Review* 9(3), 55.

Required Element	AB Entry
Country	USA & UK
Author-provided abstract (indicate if none)	None
Keywords **(5-7)**	• gender • education • UK • US • Skills • Pay gap
Key Highlights **(3-5 – be brief in the summary)**	• Corporate communicators in London are more likely to be male and they are more likely to receive higher salaries; • Formal education of U.S. and U.K. practitioners is similar, but "education on the job" tends to be greater among U.K. practitioners; • Budgets for public relations communications among U.K. organizations are higher than in most U.S. organizations, and the money is more likely to be directed into communication with external audiences than in the U.S.; • Communication functions more common among the UK practitioners than among their U.S. counterparts were media relations, corporate advertising, customer relations and graphic design. U.S. practitioners were more likely to spend communication time and dollars on community and government relations and philanthropic activities. • U.S. and U.K. women communicators are paid substantially less than their male counterparts, all other characteristics being equal.
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** N/A
Application of Article to Practice **(3-5 – be brief in the summary)**	• Monitors trends in the industry in two countries. The same elements could be studied today to establish how much has changed.
Key citations from the article	"U.S. and U.K. women communicators are paid substantially less than their male counterparts, all other characteristics being equal" (p. 55).

Reference

Scrimger, J. (1985). Profile: Women in Canadian public relations. *Public Relations Review* 11(3), 40-46.

Required Element	AB Entry
Country	Canada
Author-provided abstract (indicate if none)	The author of this article has taken a close look at trends that show sharp increases in the number of women choosing public relations as a career and has zeroed in on Canadian practitioners for analysis. While this study did not examine bias in the workplace per se, a number of significant patterns stood out which strongly indicate that female practitioner in Canada mirror the same handicaps documented in studies of U.S. practitioners: They have less authority and lower salaries than men in the profession. Few hold senior management positions; only a third feel they exert influence on policy-making in their organizations. The author poses a question: Will young men moving into the field, with higher education levels than the women studied here have attained, advance any faster or further? Judith Scrimger is an assistant professor in the Department of Public Relations, Mount Saint Vincent University, Halifax, Nova Scotia.
Keywords **(5-7)**	• Women • Public relations • Power • Pay gap
Key Highlights **(3-5 – be brief in the summary)**	• 1/3 of women in a managerial position in the PR industry felt they have insufficient influence in the department • 1/3 of respondents reported secretarial or clerical duty as their first position, the journalist was the next reported position. Only 9.1% reported PR as their first profession. • Many women were changing jobs within the PR industry frequently • 78 per cent of the respondents did not hold a degree or college diploma, while more than 50 per cent did not hold a university degree. Seventeen of the respondents (9 per cent) had completed or were studying for advanced degrees. Half of these degrees were in English or journalism, with two respondents studying business administration. • Almost 75 per cent of the women took work home, with an average of five hours of work per week done at home. The average number of hours spent working in the workplace was 44.
Theory Used **(indicate if none)**	**Theory Name:** n/a **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• The article shows trends in the industry and can be applied to the present day
Key citations from the article	"Few women in public relations management in Canada hold senior management positions. Although nearly half reported to the chief executive

	officer, only a third of the women believed they had any significant influence on policy-making in their organizations" (p. 44). STATEMENTS BY PRACTITIONERS OF THE TIME CITED IN THE ARTICLE: "There is male chauvinism aplenty in the upper echelons of corporations and especially in the profession itself. In the CPRS, the term "senior practitioner" is synonymous with the word male" (p. 45). "Too often I notice that at planning sessions, the lone female (me) is also representing the lowest managerial level" (p. 45) "Management does not give as much recognition to women as policy advisors as they do male counterparts" (p. 45) "Why should my husband earn double my salary with roughly comparable education/experience/talent? How to isolate the effect of gender is the toughie" (p. 45)

Reference

Theus, K. T. (1985). Gender shifts in journalism and public relations. *Public Relations Review* 11(1), 42-50.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Increasing female enrollment in journalism and communication schools and its implications for tile professional world is a subject which has attracted very little study. Yet now that these schools are awarding diplomas to classes that are more than 60 percent women, it's important that this phenomenon be analyzed and interpreted. Title University of Maryland undertook a study that looked at educational and employment differences among male and female students and alumni and perceived sexism in the workplace. Employers" views also were included. Male alumni were twice as likely as females to report being extremely satisfied with their jobs, salaries and chances for advancement. Salaries in public relations-related sectors far outdistanced news-related salaries. Younger male public relations graduates are doing better financially than any other group, even though more and more young women are entering the field. Kathryn Theus is director of undergraduate studies for the College of Journalism, University of Maryland. She is also a doctoral student in the University's Public Communication program. This study was funded by a grant from the Gannett Foundation.
Keywords **(5-7)**	• Journalism • Public relations • graduates • alumni • employers • pay gap • professional prestige
Key Highlights **(3-5 – be brief in the summary)**	• Increased number of female journalists and PRs may decrease the prestige of the profession and depress salaries • Women more likely to take English and Psychology as minors, which is in line with employer's preferences but male graduates still obtain better jobs, better pay and better career progress opportunities • Men go where the money is and feel defensive towards women entering the profession in large numbers and dominating classrooms • Women more likely to employ other women • Women graduating in PR have to compete for jobs in PR predominantly with other women but then also with candidates with degrees in journalism, which are predominantly male
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice	• Research can be repeated on current students, alumni and employers to see if respondents feel the same decades after this research has been done

(3-5 – be brief in the summary)	
Key citations from the article	"We are concerned also with the sociological implications of female gender dominance for our field, but these questions are beyond the context of our current study. For example, the journalism degree has not always enjoyed the greatest esteem on our campuses, nor unfortunately, among professional journalists. We wonder how the preponderance of women seeking the degree will affect prestige" (p. 43). "Likewise, we wonder whether the communications industry will hire our female graduates or turn away from us, hiring males from schools of business administration or from liberal arts programs, then provide them with on-the-job training? If O'Dwyer's Newsletter is to be believed, firms are recruiting English and liberal arts majors because, as one firm representative told O'Dwyer, "We ask our people to recruit some men (journalism majors) and they say that will take them down to the third or fourth choice" (p. 43). "These findings suggest the new majority of women who complete the PR curriculum and go into the public relations field will first compete with each other and also will compete with graduates in news, a higher percentage of whom will be male" (p. 44). "Female employers tend to work for smaller firms and hire greater numbers of females than do male employers. This may be an indication that as women reach management-level positions, they will use those positions to assist other women on the way up" (p. 46). "Our data indicate women place greater emphasis on creativity, interpersonal interaction, societal values and writing skills than do men. Greater presence of these characteristcs in the majority female journalism population may change the nature of news reporting, advertising or public relations, perhaps for the better. However, the greater presence of women may discourage able men from seeking journalism careers and further depress salaries, as alumni fear. Where salaries are poor, prestige often lags" (p. 49).

Reference

Cline, C.; Toth, E.; Turk, J.; Walters, L; Johnson, N., & Smith, H. (1986). *The velvet ghetto: The impact of the increasing percentage of women in public relations and business communication.* USA: IABC Foundation.

Required Element	AB Entry
Country	USA, Canada and the UK
Author-provided abstract (indicate if none)	A book / study
Keywords **(5-7)**	• The velvet Ghetto • Occupational segregation • Superwoman • Salaries • Pay gap • Career opportunities • PR manager versus PR technician role • Prejudices against women • Lack of solidarity among women • Old boy networks • Bias against women
Key Highlights **(3-5 – be brief in the summary)**	• The study is based on 3 assumptions: "1. Women are more likely to perceive themselves as filling a technical rather than a managerial role; 2. Women are paid substantially less than men, even when other variables are controlled for; when other professions have gone from male-dominated, those professions have all diminished in salary and status" (p. II-1) • The authors assumed, when designing research, that there may not be overt discrimination or bias in the management against women, but that the problem is in the socialization process of women in PR and business communication, which resulted with self-selection of technical roles amongst women in PR and business communication • Women have been ghettoized in the so-called 'pink collar' jobs, and thus women are concentrated in about 20 of more than 400 different job categories (p. III-2) • In 1982, women formed the majority of the workforce on the lower level but higher positions were occupied by men and women were earning significantly less than men • The Velvet Ghetto study showed that women suffer also from the lack of recognition of PR as a communication field, which is not seen as a profession that leads to the managerial position. In addition, women suffer from a large number of stereotypes such as bias against women for not being married and thus being more likely to marry, have children and move with their husbands if husband career takes him elsewhere. If they have children, women are seen as problematic for having to look after children. In addition, women are not seen as part of the gang, not suitable to be good managers, too emotional, and can't play the game of team playing and having a corporate spirit.
Theory Used **(indicate if none)**	**Theory Name:** Exploratory study **Brief Theory Summary** n/a

Application of Article to Practice **(3-5 – be brief in the summary)**	• Extensive literature review • Extensive interviews and focus groups to understand problems practitioners face, which resulted in some policy change • The research could be repeated to investigate trends and influence policy change
Key citation from the article	"Communication is not the first field to change from male to female-dominated. Such professions are teaching, nursing, library science, certain areas of banking, became almost exclusively female occupations, and such a shift led to reduced status and salary" (p. I-2). "Such segregation is damaging for women – and for men – in a number of ways. While "women's profession" do have a meaningful role to play in society, they cannot achieve the kind of power essential to professional and personal effectiveness as can related professions with male majorities" (p. I-2). "…there appear to be a number of socially accepted stereotypes that work against the success of women in any business role, including communication. One of the most critical is that women lack the physical and emotional stamina necessary to compete in an aggressive enterprise such as business" (p. I-5-6). "Many believed in a "critical mass theory", hoping that when women became approximately 30 to 35 percent of the executives in a company, the sexes would begin to take each other for granted and job discrimination would disappear. Recent studies at the Wellesley College Center for Research dispute this; researchers report that overt discrimination drops quickly after the first few women take executive positions, but picks up again as women occupy more than 15 percent of the management position" (p. I-6). "Researchers also note that discrimination is more likely to be covert than overt. Companies can pay women less than men, without appearing to discriminate, by creating new job title for men. Men can also be hired in at higher levels than women" (p. I-6) "Although women are moving into jobs with management titles, there is concern that for many women the titles are empty, and the jobs are in corporate "female ghettos" with little impact on company policy, offering little access to top management" (p. III-2) "There can be a strong backlash from men when a field becomes "feminized", as well. Prestige drops, salary levels are lowered, and the job may become a dead end as a route to the top management" (p. III-3). "Stewart's study of middle and upper-level employees revealed that 'although women are promoted more often than men, their promotions are smaller and leave them in the lower positions in the corporate hierarchy'" (p. III-7). "Focus group researched revealed that "women are excluded – from after-work drinks, from lunches, from golf games. Women are not 'one of the boys', not eligible for membership in the old-boy network; men do not take women seriously; women are not tough enough for management; women

	are not breadwinners, so will not take work as seriously; women will get pregnant, her kids will get sick, her husband will be transferred; women have never developed the skills to be "a team player" in management" (p. III-12). "Older women may also isolate the younger executive, exhibiting the "Queen Bee" syndrome, refusing to help other women achieve the same success they worked so hard to achieve" (p. III-13). "A woman's place is no longer in the home. It seems to be in the communication department, and that trend may not be good news for male and female communicators alike" (p. V-1). "The IABC *Velvet Ghetto* study supported the findings of researchers in San Diego that women are increasingly filling the role of communication "technicians" rather than managers. This results in a significant bottom-line finding: women are paid less than men, and gender is the strongest predictor of low salary (…) If a woman works for 45 years, she will earn – at best - $300,000 less than a man. At worst, the figure could be closer to one and a half million dollars" (p. V2). "Focus group interviews are a qualitative research method meant to generate themes and ideas by taking advantage of group dynamics and more relaxed, informal settings (…) Focus groups can generate very different and generally much more complete information than structured questionnaire to individuals because group members hear each other talk and are stimulated to add on to the ideas expressed. There is a sense of group togetherness that creates a more secure, open atmosphere than can be generated one-on-one, and this atmosphere works to free-up ideas or opinions respondents might feel too embarrassed or intimidated to express otherwise" (p. VIII-1) "Group dynamics can be negative as well as positive and these dynamics cannot always be controlled, which is why using multiple group interviews is advised" (p. VIII-2) "The study supported assumptions that "women are more likely to perceive themselves as filling the technician role rather than the managerial role; women are paid substantially less than men, even when other variables are controlled for; when other professions have gone from male-dominated to female-dominated, the professions have diminished in salary and status" (p. X-1).

Reference

Pratt, C. (1986). Professionalism in Nigerian public relations. *Public Relations Review* 12(4), 27-40.

Required Element	AB Entry
Country	Nigeria
Author-provided abstract (indicate if none)	This study identifies the extent to which Nigerian public relations practitioners indicate satisfaction with their jobs and their perceptions of their ideal and actual professional and nonprofessional values. Given the important role played by Third World public relations practitioners in national development, the positive correlation between organizational climate and job satisfaction, the findings of this exploratory system suggest an urgent need to improve job satisfaction and professionalism among Nigerian practitioners. Suggestions are offered for future research on the impact of governmental policies, organizational characteristics, and management roles on the practitioner's job satisfaction and professionalism. Cornelius Pratt, APR, is an assistant professor of communication studies at Virginia Polytechnic Institute and State University, Blacksburg.
Keywords **(5-7)**	• Public relations practitioners • Job satisfaction • Entry barrier to women in the PR industry
Key Highlights **(3-5 – be brief in the summary)**	• The number of women in HE has increased, but they still face entry barriers in the PR industry • A widespread belief in the Nigerian corporate world that women do not make good executives • Low job satisfaction among PR practitioners in general
Theory Used **(indicate if none)**	**Theory Name:** Herzberg's job-satisfaction factors **Brief Theory Summary** • Having overall job satisfaction • Having a job in which you have a strong voice in making decisions affecting your work • Having a job in which you participate in and influence decision-making. • Having a job which provides you with freedom from constant supervision over your daily public relations work. • Having a job which provides you with freedom not to continually consult with your supervisors on decisions affecting your work. • In addition, professional vs non-professional elements of satisfaction were analysed
Application of Article to Practice **(3-5 – be brief in the summary)**	• The survey could be repeated with colleagues from Nigeria to compare results with Europe and this paper

Key citation from the article	"In Nigeria, even though the number of women in higher education and in the professional labor force has increased significantly during the last two decades, their systematic exclusion from most management roles and the belief among corporations that women in general do not make good executives 31 may be some of the factors that account for their small number in public relations" (p. 38).

Reference

Miller, D. A. (1988). Women in public relations graduate study. *Public Relations Review* 14(3), 29-35.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	None
Keywords **(5-7)**	• women • higher education • women as mentors • female role models
Key Highlights **(3-5 – be brief in the summary)**	• Nine out of the ten respondents reported that racial or sexual discrimination or both had the greatest impact on their graduate experience. Although only 50 per cent of the women mentioned specific episodes, all of them reported that they had experienced negative treatment more than once • All of the respondents said that the lack of female faculty members significantly impacted their graduate experiences, as did the lack of women who were tenured or had reached the rank of full professor • One hundred per cent of the respondents indicated that the imbalance between female students and faculty diminished the opportunities for developing viable mentoring relationships • All of the respondents affirmed that they received minimal support from their family and little or no support from male professors and classmates. Fifty per cent of the women reported that their greatest support came from friends and acquaintances who were either involved in the graduate study or had received their degrees. • Women earn approximately 60 per cent of what men earn.
Theory Used **(indicate if none)**	**Theory Name:** n/a 10 telephone interviews with graduates in communications, public relations, public policy administration, counselling psychology, law, public health, zoology, engineering and business administration. **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• Findings could be repeated today on both academia and the PR industry
Key citation from the article	"Standing on the Edge" is the place where women who have made the conscious and--I hope--informed decision to acquire advanced educational credentials find themselves. It's a frightening place where discrimination on the basis of gender and race is egregious and surreptitious. It's a place filled with harried days and abbreviated flights, often without sleeping a wink; sacrifices that border on martyrdom; lost weekends; diminished income; not enough time, and just plain ole STRESS" (p. 29).

	"They also recommend that efforts be initiated to dedicate new resources to increase the appointment of female and minority faculty and students and to recruit more women and minority students into college and university teaching. Other colleagues strongly urge that once female and minority faculty are hired, they should be used to their fullest potential. They should be encouraged to participate in all functions and at all levels. The increase of female faculty certainly would promote increased mentoring relationships between female faculty and students. These types of relationships have been found to be critically important, even though little research has been done in the area of mentoring relationships for women" (p. 34). "The importance of women being successful in the academic community cannot be understated. The female professor potentially serves as a role model for her female students. She provides necessary and beneficial mentoring functions. She is usually the only person a female graduate student can '"RELATE TO" personally and professionally. Without mentoring, an otherwise-uncomfortable situation can very easily be made insufferable" (p. 34).

Reference

Lance Toth, E. (1988). Making peace with gender issues in public relations. *Public Relations Review* 14(3), 36-47.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Feminization of PR • The Velvet Ghetto report • Pay gap • Women as technicians
Key Highlights **(3-5 – be brief in the summary)**	• Women college graduates who work full-time have earnings roughly on a par with fully employed male high-school drop-outs. • The myth of superwomen is still enforced in the society expecting women to do it all, marriage, children, home and career • Women are mostly occupying technician roles and not managerial, roles, which is depressing female salaries
Theory Used **(indicate if none)**	**Theory Name:** Critical and feminist theory **Brief Theory Summary** • devaluation of women, sexism and discrimination against women, and the subsequent devaluation of public relations as an organizational function by its association with women. • Gender structures both our knowledge and the cultural institutions in which we live and work.
Application of Article to Practice **(3-5 – be brief in the summary)**	• The research can be repeated in the present day to establish the position of women in the industry
Key citation from the article	"The terms "feminist" and "feminization" used in this re-examination refer to the devaluation of women, sexism and discrimination against women, and the subsequent devaluation of public relations as an organizational function by its association with women" (p. 38).

Reference Mathews, W. (1988). Women in PR: Progression or retrogression? *Public Relations Review* 14(3), 24-28.	
Required Element	**AB Entry**
Country	USA
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Women in PR • Career goals • Career expectations • Pay gap • Mentoring and support • Salary versus worth • Women networking issues
Key Highlights **(3-5 – be brief in the summary)**	• Women correctly perceive their worth to the organisation and have high aspirations but do not believe they will be met • There is a lack of women networking and women support groups, and women rather wait to be invited to a certain network rather than creating their own • Worth comprises learnt skills, talent and experiences • Women need to take more initiative because women on the top cannot keep carrying all women and promote the inclusion of women in the workforce • Women need to set their priorities and decide what they want to sacrifice and take more initiative in asking for promotions, pay rise, etc.
Theory Used **(indicate if none)**	**Theory Name:** n/a **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• This research could be partially repeated today as well
Key citation from the article	"If pay equity were the only measure of women's progress in management and leadership, the battle could be more easily fought and perhaps even won. However, there are many other issues clouding the scene: bias against women, temerity by women and lack of focus by women about their personal and professional lives" (p. 25). "The difference is that the women believe themselves capable to fulfil more meaningful jobs, but they do not believe they will get those jobs" (p. 26). "As a third step, each woman was asked to write her obituary, specifically citing the one thing she would most like to be remembered for. Again, the responses brought startled looks, for the women generally wanted to be remembered for a trait or accomplishment that did not necessarily depend on success in a professional career. For example, being remembered as

	someone "who made a difference" is not dependent on being a corporate vice president or the dean of a university. Or, being remembered as someone who "gave it her best" does not mean she had to simultaneously be a fulltime mother, presidential candidate and Olympic contender" (p. 26). "The women agreed they need help from each other in determining their priorities and goals. Women do not open up to discuss their aspirations because (a) nobody asks them and (b) there does not appear to be a willingness among groups to discuss these topics. In the supportive atmosphere during this meeting, many women felt comfortable enough to discuss some serious concerns; some were also startled at their own revelations" (p. 26). "Overall, the women's situation is hampered by lethargy, an indifference by many people about the severity of equal treatment of women in the public relations/communications field. Complicating this situation is that many of the women who have worked so hard toward equality are running low on energy themselves. There are too few women at the top to carry the load of working for all the women in the profession. Only if women combine their resources, talents and energies can retrogression again be changed to progress" (p. 28).

Reference

Grunig, L. A. (1988). Women in public relations: An overview. *Public Relations Review* 14(3), 3-5.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Women • Public relations • Personal reflection • The Velvet Ghetto
Key Highlights **(3-5 – be brief in the summary)**	• Edited number of women in PR (the first one) • The editor wonders on her chances to be promoted due to studying something not considered mainstream
Theory Used **(indicate if none)**	**Theory Name:** n/a **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	n/a
Key citation from the article	"Feminist theory holds that most disciplines, including public relations, have developed from a monolithic point of view based on the experiences of white males" (p. 3). "The final article in this special issue is written by its editor, Larissa A. Grunig, assistant professor of journalism at the University of Maryland. Grunig, in the spirit of self-disclosure that characterizes much feminist scholarship, is personally concerned about many of the issues she raises in her argument for legitimating a research agenda on women's issues in public relations. As an untenured faculty member, she wonders about her own chances--as well those of her female colleagu.es and graduate advisees--to be promoted by studying the woman's situation in public relations" (p. 5).

Reference

Lynda J., & Stewart, L. J. (1988). Women in foundation and corporate PR. *Public Relations Review* 14(3), 20-23.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Women • Public relations • Glass ceiling • Parenting • equality
Key Highlights **(3-5 – be brief in the summary)**	• women do not do themselves a service when they bring parenting matters into the office • women need to be professional in the way they dress and behave to be taken seriously • younger generations are too demanding
Theory Used **(indicate if none)**	**Theory Name:** n/a **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	n/a
Key citation from the article	"I know a big issue today is career/parenting, and women can be quick to mention time required by kids. It is a fact, and a trend for the future, that a lot of women are moving into part-time work or are going into business for themselves for flexibility. Dad-blame-it, since when is parenting "'women's work?" Why should women be the ones to negotiate flex hours, to give up a career or accept a secondary status, to take time off for sick kids and doctors' appointments? When FATHERS and mothers accept equal roles in juggling careers and kids, then corporations and other employers will get serious about working with them. But if mothers are willing to make their careers secondary to their husbands' careers, why should employers consider them equally for advancement? Public relations is not a nine-to-five business; we have to be flexible; we have to be accessible, which is true of most careers of which I am aware" (p. 22). "I get impatient with young professionals in my company who ask for career advice and then spend 30 minutes planning who is going to bake the cake, provide the streamers and bring paper plates for the next birthday celebration. There are many ways to be human in business and to celebrate a colleague's birthday at lunch. Women say that they want role models. Well, they do not see executive men OR women directing birthday parties

	at the office. And then these women whine that they are not viewed as professionals" (p. 22-23). "Yes, discrimination still exists. Yes, there is reality in locker room and golf course networks. But, my experience is that with any kind of modern thinking corporation, women can be treated with respect--as professionals and career candidates--if they demonstrate that they can do the job, not just as public relations specialists, but in the whole business context in which we work. I am not unrealistic. I know the barriers, perceived and real. But I honestly believe that, based on my experience, observations and discussions, women can do a lot for themselves to help raise the glass ceiling--if they are willing to throw away the crutches and take advantage of the high profile opportunities we have in communication. This high profile is a major advantage to us in public relations. We are visible. But, we had better remember that, too" (p. 23).

Reference Dozier, D. M. (1988). Breaking Public Relations Glass Ceiling. *Public Relations Review* 14(3), 6-14.	
Required Element	**AB Entry**
Country	USA
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Women • Planning • Research • Glass ceiling • Technician role • Managerial Roles • Masculine organisational culture
Key Highlights **(3-5 – be brief in the summary)**	• PR degrees should have courses in research and planning because research is a key skill for progressing to managerial roles • Organisational politics works in a way that preserves male dominance in positions of power and excludes women • Women are predominantly in technical roles • Women pay more attention to research scanning than men but rarely act on it • Women need to be more proactive but organisations have to change because progress without women is impossible and undesirable since the exclusion of women presents a waste of resources
Theory Used **(indicate if none)**	**Theory Name:** Feminist critical analysis **Brief Theory Summary** **n/a**
Application of Article to Practice **(3-5 – be brief in the summary)**	• This research could be repeated in the present
Key citation from the article	"The fate of women in organizations--particularly their participation in management decision-making--is inexorably linked to the survival and growth of public relations as a distinct profession. This article suggests that public relations practitioners, especially women practitioners, ought to incorporate program research into daily practice. The use of research not only makes the public relations function more effective; it also provides practitioners entree to strategic decision making at the highest management levels" (p. 6). "Few practitioners have formal training in social science methodologies and such cognitive skills are difficult to learn on the job. Further, some "'creative artistic" practitioners resist research on aesthetic grounds, feeling that "science" threatens the "art" of public relations" (p. 6).

	"Paradoxically, women are less likely to use research than men. This difference is not inherent in the chromosomes and hormones of practitioners; this difference is the product of gender socialization and stereotypes" (p. 7). "The shift of public relations from male-majority to female-majority occupation poses challenges for all public relations practitioners and educators. First, gender stereotypes work against the inclusion of public relations practitioners in management decision making. Gender Stereotypes are beliefs many people hold about typical characteristics of men (masculine stereotypes) and women (feminine stereotypes)" (p. 7). "Because stereotypes are held by so many people--including parents who socialize sons and daughters differently--they can become self-fulfilling prophecies. Boys and girls are rewarded for aspiring to characteristics deemed appropriate for members of their sex. Unfortunately for women and unfortunately for public relations, feminine stereotypes are inconsistent with attributes of good managers. Feminine stereotypes work in concert with other factors to exclude women from participation in management decision making. These factors taken together create a "'glass ceiling" in organizational hierarchies that block the participation of women practitioners in management decision making" (p. 7). "Second, public relations has become hierarchically segregated by sex as it becomes a female-majority occupation. Typically, women in public relations play the technician role predominently whereas men play the manager role predominantly. The technician role is consistent with feminine stereotypes and consistent with common views about women's attachment to their work. The manager role, on the other hand, requires attributes stereotypically associated with masculinity and with high levels of attachment to work. Third, the segregation of women in the technician role serves as a powerful predictor of income differences between men and women practitioners. Women make less money than men of equal professional experience. This is not only true in public relations, but it applies to nearly all occupations in most industrialized nations" (p. 7). "The exclusion of women practitioners from management decision making retards the professional development of the field. Breaking the "glass ceiling" is in the best interest of all practitioners" (p. 9). "For example, organizational effectiveness is best served by optimum utilization of human resources, including the participation of women in management decision making. However, members of the dominant coalition consolidate power by keeping the coalition small. Excluding a woman because she is a woman makes no sense from a human resource allocation and organization effectiveness perspective. However, it may make perfect sense for a particular all-male dominant coalition to do so, in order to maintain individual power" (p. 10). "Organizations develop structures and processes that are "good enough" rather than "'optimum." While the organization's overall best interest is served by including women and practitioners in decision making, the best

	interests of the dominant coalition may be better served by their exclusion" (p. 10). "The power-control perspective suggests that both women and practitioners should look at organizations in a new light. First, recognize that organizational decisions are inherently political, designed to accommodate divergent interests of the dominant coalition rather than optimize organizational effectiveness. Second, understand that membership in the dominant coalition, in management decision making, involves the struggle for power, for control over scarce organizational resources. Third, know that authority as defined in an organizational chart is only one source of power. Even people low in the organizational hierarchy (women and practitioners) can have power and can influence management decision making" (p. 10). "Is the relation between scanning and management decision making spurious, simply a product of scanning's mutual association with the manager role and participation in management decision making? This question is important to women in public relations, because women are largely segregated in the technician role. If scanning provides entree to management decision making, independent of playing the manager role predominantly, then scanning becomes a powerful tool for women seeking to break out of technician role segregation, to break through the "glass ceiling"' (p. 11). "Scientific scanning techniques are more important to female practitioners than male practitioners. The stereotypic manager possesses stereotypic masculine characteristics. 3s Not surprisingly, male practitioners are easier for (male) members of the dominant coalition to accept in decision-making meetings. Male practitioners, groomed for the manager role through mentoring and "informal assistant" status, don't need scientific scanning as much as do female practitioners, although it helps. Women, on the other hand, are segregated in the technician role. Their predominant enduring organizational role does not provide entree to the dominant coalition. Therefore, women practitioners who control scarce resources, who are the organization's experts on "'what's going on out there," are more successful in management decision-making participation than women practitioners who do not scan. Consistent with the notion of scarce resources, women find relatively sophisticated scientific scanning more valuable to participation than the more common informal scanning" (p. 12).

Reference

Newsom, D. (1988). How women are depicted in annual reports. *Public Relations Review* 14(3), 15-19.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	None
Keywords **(5-7)**	• Women • Sexism • Organisations • Annual reports
Key Highlights **(3-5 – be brief in the summary)**	• The language of annual reports should not represent only men but also women • This is not the case in annual reports which refer to only men, and thus organisational culture is still centred on white male employees
Theory Used **(indicate if none)**	**Theory Name:** n/a **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• Interesting research, which is applicable to research onto the present day to see if the organisational culture changed in any way.
Key citation from the article	"Because an organization's annual report is basically a public relations document, it is a statement of an organization's philosophy as well as activities. It is the public face the organization wants to present to the largest number of its publics" (p. 15). "Sexism is measured by use of masculine nouns (man) and pronouns (he) in a genetic sense, including titles (salesman, foreman); frequency in the representation of women, and the way women are represented in photos and other art in terms of both composition and captions to show equality of men and women of comparable status and to avoid stereotyping" (p. 15). "When there are women of power and authority within the organization, they need to be shown. And, it has to be assumed that these organizations do have some women working in them. To look at the pictures in almost all of the annual reports, you wouldn't come to that conclusion, especially when there are no women pictured at all. The view of the organizations from their annual reports is that these are white male territories. With only a few exceptions, when there are women, they are almost invisible. When art can be chosen so that it is symbolically neutral, it should be. In any case, it should not be blatantly sexist" (p. 19).

Reference

Grunig, L. A. (1988a). A research agenda for women in public relations. *Public Relations Review* 14(3), 48-57.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Women • Public relations • Academic promotions • feminism
Key Highlights **(3-5 – be brief in the summary)**	• Women researching women are fearing they will not be promoted • Many are told that being a feminist and doing women research may impede their chances for promotion • Women studying women in PR should be promoted • Given that the majority of students in PR programmes are women they need female mentors and women's studies should be part of the curriculum
Theory Used **(indicate if none)**	**Theory Name:** Feminist theory **Brief Theory Summary** • Equality of opportunities for women in the workplace • Not allowing too much mainstreaming in feminism not to lose radical potential • Calling for women solidarity and collaboration • Calling for women to do more women research
Application of Article to Practice **(3-5 – be brief in the summary)**	n/a
Key citation from the article	"Students, too, stand to gain when women become full professors because such powerful people make the most effective academic mentors and professional role models. Powerlessness, on the other hand, is counterproductive for all of the constituencies of the academic woman: her classes, her advisees, her colleagues, her campus, her professional contacts, her family and herself" (p. 48-49). "The erosion of feminism's activist potential happens largely when men who profess feminism themselves establish a feminist canon that once again denies the hard-fought diversity of women's voices. This is not to belittle the contributions that individual men on faculties throughout the country have made on committees that deal with searches, promotion and tenure. It is not even to argue that male scholars cannot be feminists (although Dervin asked this intriguing question). The field of public relations is richer for the work of scholars such as Broom and Dozier on gender-based roles. The argument, instead, is for women setting their own

	research agenda--one that includes the investigation of women's concerns even when those concerns do not jibe with what most men might consider worthy of study. The purposes of that agenda should be to: 1. Acquaint researchers in public relations with the works of eminent feminist scholars across the disciplines. 2. Encourage women to do similar research in public relations. 3. Explore the question of whether the study and practice of public relations can be characterized as "masculine." 4. Debunk the notion of objective research. 5. Produce better, more comprehensive knowledge (more than simply different, gender-related knowledge). 6. Make it possible for women to be promoted doing this kind of research. 7. Challenge the social status quo, the infrastructure of the academy and the disjuncture between the actual practice and ideals of the field" (p. 49). "Four characteristics, in particular, diminish the negative consequences of such revolutionary activity: being male, being white, coming from a middle-class background, and being heterosexual. All of these traits contribute to one's self-confidence--and the ability always to be able to make a living. This helps explain, too, why students remain suspicious of the faculty--men, whites, people with PhDs--trying to teach them a worldview because they realize that their professors are in positions of relative security. In essence, such privileged people cannot serve as effective role models" (p. 50). "A third inhibitor against women becoming powerful is their compulsion to be fair. Lippard argued that since the imbalance toward faculty men has been in place for centuries, studying and promoting only the women's side is legitimate" (p. 50). "A major contention of this article is that the patriarchal system operating in most universities has precluded women doing research on women's issues. Conventional wisdom has it that women are advised against doing feminist research (…) Anecdotal evidence suggests, though, that most women who study and teach public relations fear being "branded" as feminists whose work will be devalued or, at the very least, ignored" (p. 51). "The most eloquent case to be made for feminist standpoint comes from hooks. She described growing up poor and black in a small Kentucky town, where blacks lived across the railroad tracks from whites9 Each day, the blacks would cross the tracks to work as janitors, prostitutes or maids in the white part of town. Through these jobs, the blacks gained an understanding of the white viewpoint that was not reciprocated since whites already crossed into the black part of town. As a result, the black people understood both perspectives: the center, where the powerful operated, as well as the margin, where the subjugated existed. Only the marginal people in that little town had a whole understanding of the community" (p. 53). "Doing all of this requires a revolutionary commitment--the stamina to remain constantly aware of what is happening in a global sense to public relations as practiced, as taught and as studied. To subvert is a lot of work. Academics need to ask, over and over, what works best pedagogically for female students? Should education be a force for equality? If so, then should not its reward system be consistent with that ideal--tenuring and promoting women who study women in public relations?" (p. 56)

Reference

Singh, R., & Smyth, R. (1988). Australian public relations: status at the turn of the 21st century. *Public Relations Review* 26(4), 387-401.

Required Element	AB Entry
Country	Australia
Author-provided abstract (indicate if none)	Since its inception, public relations in Australia has grown in professional stature, status, education, research, and practice. As these trends progress, visibility of the profession is becoming steadily more pronounced in the industry, education, and public domain. Over the last two decades the Public Relations Institute of Australia together with its strategic alliances have made many changes, structurally, strategically, and academically towards the professional growth of public relations. This article briefly discusses the views of the Public Relations Institute of Australia and offers a snapshot of two surveys1 on professional practice and related issues. Although direct comparisons are not meant to be made from these studies, both surveys offer insights into aspects of Australian public relations. Whereas mixed findings and scenarios are evident, and the surveys highlight areas for further development, the profession, with close attention to existing threats, is poised to grow in Australia. Raveena Singh is program director and senior lecturer at the University of Canberra (Australian Capital Territory) and Rosaleen Smyth is senior lecturer and public relations coordinator at Deakin University (Victoria). Both authors are coeditors of the Asia Pacific Public Relations Journal.
Keywords **(5-7)**	• Public relations • Profession • Strategic management
Key Highlights **(3-5 – be brief in the summary)**	• Women outnumber men in the profession • Entry salaries are higher for women but tend to drop later on in their careers thus creating a pay gap
Theory Used **(indicate if none)**	**Theory Name:** An exploratory study investigating the state of the profession **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	n/a
Key citation from the article	"On gender issues, whereas on the one hand women outnumber men in the profession, there are still very encouraging trends for women. The study found that women's salaries were higher at entry point (graduate), dropped somewhat in the mid-30 to late-40 age group, and are closing the gap at 50

	years and over. It is only a matter of time until the gap at the late-40 age group would even out or be higher than men's as the earlier generation comes forward with higher salaries" (p. 396).

Reference Olson, L. D. (1989). Job satisfaction of journalists and PR personnel. *Public Relations Review* 15(4), 37-45.	
Required Element	**AB Entry**
Country	USA
Author-provided abstract (indicate if none)	In the Spring of 1988, a self-administered mail survey was distributed to 395 journalists and 395 public relations personnel in the San Francisco Bay Area to determine relative job satisfaction of the two groups. Literature indicated a high attrition rate from journalism into public relations, and the study sought reasons for this occurrence. The population of journalists included reporters, editors, photographers, copy editors, and graphics artists at the San Jose Mercury News, the Monterey Herald, and the Times Tribune. The population of Bay Area public relations personnel was derived from the national directory for the Public Relations Society of America (PRSA). Public relations personnel reported being significantly more satisfied with both their jobs and profession. Further, public relations personnel reported being significantly more satisfied with their salaries and chances for career advancement. One interesting aspect of this study was that public relations personnel showed a high correlation between current salary and job satisfaction, but there was no significance for journalists. Although both groups showed highly significant correlations between job satisfaction and autonomy, journalists reported having low levels of autonomy. Through statistical tests, write-in responses, and follow-up interviews with journalists, this researcher concluded that the relatively lower levels of job satisfaction for journalists are largely a result of lack of autonomy. Laury D. (Masher) Olson is the assistant director of communications for the American Red Cross Bay Area" s executive unit in San Francisco. The article is based on a master's thesis in mass communications completed at San Jose State University (SJSU). The author would like to thank her advisor Dr. Dennis Wilcox, SJSU professor of public relations, for guidance throughout all phases of the study.
Keywords **(5-7)**	• Public relations • Journalism • Job satisfaction
Key Highlights **(3-5 – be brief in the summary)**	• women leave journalism to work in PR but not because of difficulty to return to journalism after a career break • more women work in PR than journalism • there is more ethnic diversity in PR than in journalism
Theory Used **(indicate if none)**	**Theory Name:** n/a **Brief Theory Summary** n/a
Application of Article to Practice	• it shows the state of two professions in terms of job satisfaction • this research could be easily repeated today

(3-5 – be brief in the summary)	
Key citation from the article	"A significantly greater number of women are working in public relations. There is an even split in gender in public relations, but approximately two-thirds of the journalists are males (…) The population of PR personnel is 95% white, and the population of journalists is 89% white" (p. 39). "Only 35 of the 83 PR personnel who left media were women. Although one researcher 12 hypothesized that many of the people leaving journalism may be women who left to have families but had difficulty reentering the field, this study found no evidence to support this contention. Only one woman noted that she left her position to follow her husband's career" (p. 43).

Reference Black, S. (1989). On "Women in public relations". *Public Relations Review* 15(1), 102.	
Required Element	**AB Entry**
Country	UK
Author-provided abstract (indicate if none)	No abstract
Keywords **(5-7)**	• opinion piece • glass ceiling • UK • USA
Key Highlights **(3-5 – be brief in the summary)**	• Uses personal, isolated experience to dispute research findings. • Populist rather than an academic opinion expressed in the letter.
Theory Used **(indicate if none)**	**Theory Name:** / **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	• These views should be investigated further as there are women who up to today dispute feminism using one particular experience as an example and are populist in their argumentation.
Key citation from the article	"I was particularly interested in the article by Debra Miller on women in graduate study. I have recently been appointed Honorary Professor of Public Relations at the University of Stifling in Scotland where I managed to get a one year full time masters (MSc) degree programme initiated in September 1988. We have 27 students enrolled and only 12 are women. The students come from USA, Canada, Greece, Cyprus, Germany, Malaysia and Hong Kong but more than half are British. The suggestion of a "Glass Ceiling" restricting women in public relations is surely an out of date concept. In Britain it has not been true in academia for decades and in public relations consultancy in Britain we see an ever increasing rise of women to the top ranks of management. It is true that women have to work very hard to succeed in our profession but there are no artificial barriers to success" (p. 102).

Reference

DeRosa, D. A., & Wilcox, D. L.; (1989). Gaps are narrowing between female and male students. *Public Relations Review* 15(1), 80-90.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	No abstract
Keywords **(5-7)**	• PR education • women • PR industry • feminization • the Velvet Ghetto
Key Highlights **(3-5 – be brief in the summary)**	• The articles disputes findings from the Velvet Ghetto study stating that women are less aspirational than men and argue that women are as ambitious as men but may have lower expectations due to the situation in the workplace.
Theory Used **(indicate if none)**	**Theory Name:** Occupational choice **Brief Theory Summary** • Lack of self-esteem and confidence can make women stay in their technician roles • Job safety can also be a factor as technician roles are seen as safer than managerial roles • Psychological characteristics also influence career choices, e.g. Included are "a strong need to achieve, the presence of role models, encouragement, endurance, the degree of fear of success, positive evaluation of competence, autonomy, and a sense of internal control." (p. 82) • Personal characteristics also have an influence, e.g. people who believe that efforts will result with positive outcomes are more likely to go forward and try to achieve more and obtain managerial positions (internal vs external control)
Application of Article to Practice **(3-5 – be brief in the summary)**	• These arguments can often be heard in the present day, and thus this research could be repeated.
Key citation from the article	"For example, why are women choosing public relations as a major in college? Do they have different motivations and aspirations than men who choose public relations as a field of study? Are women really serious about a public relations career, or do they primarily see the field as a "job" until they either get married or find another more rewarding occupation? Do women really aspire to be only technicians, or do they also have aspirations for higher management responsibilities?" (p. 81) "The male students also indicated more interest in management skills than women, which has led some alarmists to conclude that the influx of women

	into the public relations ultimately will degrade the status of the field to a dominant coalition of women in low-paying technician roles. The research reported here tends to refute these fears; female students are just as serious-minded and management oriented as their male counterparts" (p. 83). "Male and female interest in public relations tasks was similar. Top interests for males were (1) goal setting, (2) marketing, (3) project management, and (4) consulting. Female students were most interested in (1) employee communication, (2) consulting, (3) goal setting, and (4) project management, and (5) marketing. Males were least interested in (1) budget and cost control, (2) graphic design, (3) speaker bureaus, and (4) writing policies and procedures. Females expressed a lack of interest in such tasks as (1) budget and cost control, (2) investor relations, (3) slide and AV design, and (4) audience/constituent research. Both males and females avoid financial aspects, which also is reflected later in the survey when they were asked about aptitudes in math" (p. 84). "Gender differences are largely in the eyes of the beholders. Men and women are entering public relations for the same reasons, and many of the stereotypes do not hold. For example, men and women are equally interested in managerial roles and neither aspires to the technician level for the balance of their careers. Unlike the Velvet Ghetto study, these research findings do not support the idea that males tend to be more serious-minded about a career in public relations than women. It also found that females do score higher in planning orientation than males" (p. 88-89).

Reference

Grunig, L. A. (1990). Power in the Public Relations Department. *Public Relations Research Annual* 2(1-4), 115-155.

Required element	AB entry
Country	USA
Author-provided abstract (indicate if none)	No abstract
Keywords **(5-7)**	• PR • power • influence • education • professionalism
Key Highlights **(3-5 – be brief in the summary)**	• PR professionals excluded from power in organisations because CEOs see PR as a necessary evil • PRs excluded from the 'dominant coalition' • PRs not taken seriously even in issues and crisis • PR will never gain an influential role in any organisation or get a status of a profession until PR practitioners stop seeing themselves as technicians and start seeing themselves as managers • Education is key for PR to progress to a managerial role and be taken more seriously
Theory Used **(indicate if none)**	**Theory Name:** Structural theory **Brief Theory Summary** • "It takes a structural approach. That is, relationships are viewed in the context of Hage-Hull's (1981) typology of organizational structure: traditional (small-scale, low-knowledge complexity), mechanical (large-scale, low-knowledge complexity), organic (small-scale, high• knowledge complexity), and mixed mechanical/organic (large-scale, high knowledge complexity)." (p. 116)
Application of Article to Practice **(3-5 – be brief in the summary)**	• The survey could be repeated in the present day
Key citation from the article	"Even in an era of unprecedented growth for the field and of concomitant academic programs, most public relations practitioners remain at the technical level. That is, they engage in typically journalistic activities-informing their relevant publics about organizational decisions through press releases, speeches, or newsletters. However, they tend to remain "outside the door" when those top-level decisions are being made. They rarely ascend to the managerial level that would make them pan of the decisional process" (p. 115). "We lack a taxonomy of characteristics of power in public relations. We do not know from whence that power may come, nor can we say why some

	practitioners enjoy more influence than others in similar positions" (p. 115). "Power may come to public relations practitioners from different sources. The value the dominant coalition attaches to the public relations function is one way. The expertise of practitioners, leading to increased professionalism, is another" (p. 117). "Characteristics of practitioners themselves, however, are a significant factor in their exclusion from the dominant coalition. Explanations include their lack of broad business expertise (Lesly, 1981; Lindemann & Lapetina, 1981); their passivity (Anshen, 1974); their naivete about organizational politics (Nowlan & Shayon, 1984); and their inadequate education, experience, or organizational status (Anshen, 1972). Other determinants of public relations role in the organization relative to power include gender and longevity in the job (Johnson & Achatya, 1981)" (p. 123). "Explanations frequently cited for lack of autonomy include sexism, newness to the organization, being in a regional office rather than at the headquarters and restrictive government policy. Most constraining, however, is the lack of education in public relations on the part of the dominant coalition. Many reportedly equate public relations with publicity or-a related problem-believe the organization does not "need" the media (…) The study revealed surprisingly extensive involvement of public relations practitioners with the dominant coalition. Even in the critical area of issues management, though, their role is more advisory than actual policy making" (p. 147).

Reference

Zoch, L. M., & Russell, M. P. (1991). Women in PR Education: An Academic 'Velvet Ghetto'? *The Journalism Educator* 46(3), 25–35.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Women • Academia • Tenure • Promotion • Research • Workload • Pay gap
Key Highlights **(3-5 – be brief in the summary)**	• women face a variety of issues in the higher education system such as being overworked, mostly teaching at undergraduate rather than graduate level, underpaid, less likely to get promoted, etc.
Theory Used **(indicate if none)**	**Theory Name:** Feminist theory **Brief Theory Summary** • Patriarchy is pervasive in our society because men have always controlled the "myth system," or the social and religious construction of reality with which we all were raised (Gray, 1982:22) (p. 29) •"Women are socialized in American society to limit themselves to certain roles, to have lower expectations than men, and to disbelieve or downplay their own accomplishments. Bell and Young write of the many "bright and capable women who, despite external evidence to the contrary, continue to doubt their competence. By downplaying or dismissing their abilities and accomplishments, such women are often stymied in their careers. They operate with the disabling belief that they are, in effect, imposters or fakes or frauds" (1986, 25) (p. 30).
Application of Article to Practice **(3-5 – be brief in the summary)**	• Some research on HE indicates that there is still not equality among women and men academics. • This research could be repeated. • In a UK context, it should be repeated in a wider communications field due to the fact PR is not as popular in the UK as a course of study as it is in the USA.
Key citation from the article	"When asked whether they thought that men faculty members were more successful than women faculty at their institutions, 66 (61%) of the women in this survey replied "Yes." When asked why they thought this was true, 50 of the 66 respondents listed the "old boy network" as one of their top three reasons, with 28 of these saying it was the main reason for their perception" (p. 29). "In one case the word "Sexist" was scrawled across the answer space; in another we found "Women aren't detrimental to any profession. It's the

	attitude of males and some females that's detrimental. We should all work to assure (sic) equity for women and quit complaining that women in any profession cause salaries to drop. If this is true, then the reverse would be true. It's insulting and ridiculous!"" (p. 29). "Simeone (1987) is among those who say that women faculty may be exposed to generalized discrimination from their first decision to teach. This, backed by their own socialization which encourages them to doubt themselves, can lead the women in academia to find themselves overworked and overlooked. They are often assigned to large introductory classes instead of the more prestigious and less populated advanced or research classes. They tend to spend more time in preparation as well as in the classroom; to be overloaded with committee assignments; and to more likely teach in practitioner oriented disciplines, than in purely academic ones" (p. 30-31).

Reference	
Grunig, L. A. (1991). Court-Ordered Relief from Sex Discrimination in the Foreign Service: Implications for Women Working in Development Communication. *Public Relations Research Annual* 3(1-4), 85-113.	
Required Element	**AB Entry**
Country	USA
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Foreign service office • Communication Roles • women • excellence theory
Key Highlights **(3-5 – be brief in the summary)**	• Public relations as part of cultural and public diplomacy work • The role of PR in these roles centred on communication • The so-called generalist versus specialist roles in FSO • Generalist roles include economic roles where officers are "gathering and in-terpreting data, presenting U.S. economic positions to foreign officials, and nego-tiating agreements. A large part of their work involves staying in touch with the foreign business community while maintaining ties with American businesses" (p. 95). On the other hand, political roles include "analyzing and reporting on political matters that affect U.S. interests. Other communicative aspects of their work involve conveying United States government views on political issues to foreign officials; negotiating agreements with them; and maintaining close ties with politi-cal and labour leaders, other diplomats, and other opinion leaders in the host country. In Washington, they communicate extensively with other governmental agencies and with foreign embassies" (p. 95). • Specialists "who have narrower careers than do the generalist FSOs described in the preceding section, serve exclusively in their respective functions. The Personnel Narrative (p. 15) offered examples of political and consular functions staffed by FSOs who also are expected to work in areas such as medicine, security, and communication. The communication specialist, unlike the generalist, serves as a technician rather than as a manager" (p. 95) • Alison Palmer filed a lawsuit for discrimination against women officers.
Theory Used **(indicate if none)**	**Theory Name:** Grunig's excellence theory **Brief Theory Summary** • Women are more inclined to use symmetrical communication • The same applies to feminized people in general
Application of Article to Practice **(3-5 – be brief in the summary)**	• The State Department revised its recruitment and promotion policy • Similar research could be done today to establish to what extent women in public service occupy senior roles
Key citation from the article	"A growing body of feminist literature in public relations, management, journalism, and mass communication suggests that women would practice a more cooperative, negotiation style of public relations than would men if

	women saw themselves in a managerial-rather than technical-role" (p. 85-86). "The Court statisticians found that "The preponderance of men in prestigious jobs could not have occurred by chance (but must have resulted from discrimination). In the past 11 years, nine women out of 586 assignments had been appointed deputy chiefs of mission (DCM)-which could occur randomly once in 2,500 rimes. Women in the political cone were assigned to the consular cone so much more frequently than men that the odds of its happening were one in 100 million" (p. 96). "Regardless of whether feminists such as Rakow ultimately reconceptualize J. Grunig's (1984) models of public relations, the models' gender implications al-ready are implicit. As Wetherell (I 989) found, femininity (whether possessed by women or by men) facilitates the practice of two-way, balanced communication but only weakly. In actuality, more men than women seem to practice this sym-metrical kind of public relations. Why? Wetherell suggested that far more men (and masculine people) than women (or feminine people) are in the managerial role-the role that correlates with the practice of symmetrical communication. She explained what she perceived as a departure from what the literature on gender would suggest as follows: "The two-way symmetric model is a 'big-picture' model: it looks beyond the effects of the program on the environment in which the organization exists. Women have not been socialized to look at the big picture" (p. 199). Wetherell added this important caveat as well: "It could be, however, that if more women and feminine people become managers, the two-way symmetric model will be practiced more frequently" (p- 200)" (p. 104). "Consistent with findings about women's status in the recent court case against the State Department, Scrimger (1985) determined that the status of female public relations practitioners in Canada is viewed as inferior to that of males. Consistent with the Broom and Dozier studies, Scrirnger also found that fewer women function as managers" (p. 104). "In fact, Bates (I983)-writing in the trade press-attributed the influx of women into public relations to the perception that women candidates have higher levels of education and writing skills. He predicted that the field would grow to take advantage of women's "unique experience" in dealing with human and in-stitutional problems outside the limits of what he called "the traditional male power structure" (p. 7). Employers, in his opinion, would hire women because they sense women have better instincts for public relations. "a different sensitivity to the communication needs of people and institutions, and therefore are better suited to practice the kind of public relations needed in the 1980s and beyond" (p. 7)" (p. 105-106).

Reference

Toth, E. L., & Cline, C. G. (1991). Public relations practitioner attitudes toward gender issues: A benchmark study. *Public Relations Review* 17(2), 161-174.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This paper reports on the attitudes of 443 randomly-selected public relations practitioners from two professional organizations toward the increasing number of women in public relations. Practitioner beliefs about how their own characteristics have affected their careers and the effects of demographics on the attitudes reported were also assessed. Results were that there is salary disparity in public relations between men and women. Women face special problems when they attempt to achieve management positions in public relations. Women are victims of sexual bias, either through overt acts of sex discrimination or because they are perceived differently on such attributes as managerial motivation, willingness to sacrifice work over family demands, and ability to command top salary. This paper was presented at a joint PR Division/Status of Women session for the Association for Education in Journalism and Mass Communication 1990 national conference, Minneapolis. The study was funded through a grant from the Research Foundation of the International Association of Business Communicators. Dr. Toth is in the S.I. Newhouse School of Public Communications at Syracuse University and Dr. Cline is in the Department of Journalism at Southwest Texas State University.
Keywords **(5-7)**	• Pay gap • Salaries • status • public relations • feminization • decline in salaries
Key Highlights **(3-5 – be brief in the summary)**	• according to statistical data, when women enter certain occupations salaries start to decline, thus men started to abandon the profession and the profession started to lose influence and prestige • women make more sacrifices to get to senior positions than men • PR practitioners do not report women being different than men (f and m practitioners) • Women and ethnic minorities report their gender/race being unhelpful in their careers • White practitioners report their race as neither helpful neither unhelpful
Theory Used **(indicate if none)**	**Theory Name:** Experimental survey **Brief Theory Summary** n/a
Application of Article to Practice	• The survey shed some lights on perceptions of practitioners • The survey could be repeated today

(3-5 – be brief in the summary)	
Key citation from the article	"For example, to the questions concerning perceptions of the field, both male and female respondents similarly agree that gender will not affect the influence of public relations in organizations. This perception differs from the conclusions of Census occupation analyst Reskin (1989) who gives evidence of a weakening of influence when other fields have become "female" (p. 173). "Despite career inequities, the field of public relations seems welcoming to women where other occupations do not. In public relations, women seem to have found options for such life choices as work, marriage, and family. Women do perceive that salary, advancement, and treatment inequities exist in this field and that they must make more and different sacrifices than men to achieve senior-level positions. However, they are still choosing to work in public relations. Further research should focus on why women make this career choice" (p. 174).

Reference

Spicer, C. H. (1993). Images of Public Relations in the Print Media. *Journal of Public Relations Research* 5(1), 47-61.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Twenty years of research indicates that journalists hold a negative, often antagonistic, attitude toward the public relations field and public relations practitioners. The research reported herein examines how those attitudes influence print reporters' connotative use of the terms public relations and PR in their stories. Eighty-four published examples containing the term public relations or PR were analyzed revealing seven different connotative themes or definitions: distraction, disaster, challenge, hype, merely, war, and schmooze. In over 80% of the cases, the journalist used the terms in a negatively embedded context, thus supporting recent research indicating that journalists are far from being objective in their use of linguistic descriptors.
Keywords **(5-7)**	• Public relations • News media • Image of PR • Stereotypes
Key Highlights **(3-5 – be brief in the summary)**	• Journalists consistently see PRs in a negative way • PR has a long history of negative association in the news media • Journalists ranked PRs lower than politicians in a national survey conducted in 1985 and continually tend to express antagonistic views towards PR, including the view that PR is not a profession equal in status to the one of journalism • PRs perceived both professions positively and as a value to the society whereas journalists only see journalism as valuable to the society whereas PR is seen as subjective and not equal to journalism • METHOD: • "In the first phase, each item was categorized and recorded according to a number of demographic characteristics: the source of each item (newspaper or magazine); the news type (hard news, soft news, opinion/editorial, sports, or cartoon); and, for all news types except cartoons, the placement of the term (in the story, in a quote. or In the headline). The second phase consisted of thematically categorizing the way in which the terms public relations and PR were embedded or used in each example. Because the purpose of the research was to assess the range of meanings journalists assign to the terms public relations and PR. I did an inductive thematic analysis. Rather than using predetermined categories from an existing schema, such as Grunig and Hunt's (1984) typology of four models, I allowed the categories to emerge from the analysis of the data. Using a combination of analytic induction (Goetz & LeCompte, 1981) and constant comparative techniques (B. G. Glaser & Strauss, 1967), each example was assigned to a primary thematic category. In keeping with constant comparative techniques, categories were created until the majority of items could be assigned. Items were reanalyzed whenever the creation of a new category was necessary, providing a reasonably isomorphic schema. To provide a parsimonious category system, only those categories in which there were at least three items are included in this analysis" (p. 52).

	• reporters use the terms public relations and PR as linguistic descriptors and in the majority of themes the use of PR is done in a negative way, thus providing a link between negative perceptions of PRs among journalists with the way they write about PR as a profession.
Theory Used **(indicate if none)**	**Theory Name:** n/a **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• this research shows problems in perceptions of journalists towards PRs, and points towards the link between personal views and the news coverage • the research could be repeated in the present day to establish what they view of PR is today
Key citation from the article	"The term public relations and its abbreviated diminutive, PR. have suffered a long history of negative associations (Banks, 1991; Baskin & Aronoff, 1988; Bishop, 1988; Olasky, 1987, 1989). Nowhere are these negative perceptions more apparent than in the relationship between the public relations profession and the news media. Longitudinal research shows that print reporters and editors have consistently held negative views of public relations and public relations practitioners (Ryan & Martinson, 1988). The purpose of the research reported herein is to assess the variety of connotative definitions of public relations and PR used in the press. The underlying assumption is that the way the terms public relations and PR are embedded within the context of the news provides an ongoing cultural record of the subjective meanings print reporters assign to the public relations profession" (p. 48). "The thematic analysis yielded seven categories or themes by which the terms public relations and PR are given subjective meaning in the print media: distraction, disaster, challenge, hype, merely, war, and schmooze" (p. 53). "Finally, the findings of the thematic analysis indicate that many of the subjectively embedded definitions of public relations and PR suggest that public relations practitioners are less concerned with the truth than with protecting an image or a client. All too often, the terms are used to indicate, if not a flagrant disregard for the truth, a willingness to engage in communication activities to hide or obscure the truth. The most distressing aspect of the results of the thematic analysis is the overwhelmingly consistent use of the terms public relations and PR to suggest an attempt to sidestep or manipulate the truth for some dubious end. The connotative image of public relations as a positive societal force, as a means of encouraging and facilitating communication, and as a tool for achieving consensus in situations characterized by conflict is not often evident in the embedded definitions used by the print media" (p. 59-60).

Reference

Toth, E. L., & Grunig, L. A. (1993). The Missing Story of Women in Public Relations. *Journal of Public Relations Research* 5(3), 153-175.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This study proposed to advance the research on roles in public relations by considering through a feminist analysis the breadth of roles that women perform under the managerial label. Although management and technician roles have been useful as parsimonious tools to educate future public relations practitioners about public relations, these labels have begun to develop values of hierarchy and power not found when they were operationalized. Based on a sample of 1,003 respondents, we asked for self-report data on a list of 17 role activities. The resulting factor analysis of responses by gender indicated a two-factor construct that represented managerial and technical dimensions. Further analysis of the dimensions by gender indicated that a combination of roles existed; the women managers did "it all," for less money, and the men in technical roles more likely did managerial activities as well. The women technicians carried out technical tasks.
Keywords **(5-7)**	• Women • Public relations • Technician • Manager • The Velvet Ghetto
Key Highlights **(3-5 – be brief in the summary)**	• Women are more employed in technical roles than managerial • Men who work in technical roles still report some managerial duties
Theory Used **(indicate if none)**	**Theory Name:** n/a **Brief Theory Summary** Experimental survey checking previous results from PR research
Application of Article to Practice **(3-5 – be brief in the summary)**	• The article shows trends in the PR industry • Replicable
Key citation from the article	"The literature of public relations roles has become focused on two general role categories and the restriction of women to the technical role. With the use of this larger data set, the resulting factor analysis of women and men continued to find a two-factor construct, an affirmation of the original work of Broom and Smith (1979) and Broom (1982; although with the use of a different set of self-reported activities)" (p. 170). "The women in this sample who reported that they devoted more of their time to performing managerial activities still reported that they were

	carrying out technical activities. The factor loadings illustrated a managerial role dimension for women that required of them more activities (only 2 of 17 activities appeared below the .20 cut off) and a mixture of advisory and hands-on or middle-managerial as well as technical activities. Higher loadings were reported for making communication policy decisions, supervising the work of others, counseling management, managing and planning public relations, meeting with clients and executives, and evaluating results. Also, the women's managerial activities included implementing new programs, meeting with peers, conducting research, implementing events, making media contacts, handling correspondence and telephone calls, and implementing the decisions of others. The managerial activities of the men were more "managerial" in nature, involving the counseling and policy-making role and then evaluating and supervising the work of others. The men's planning, meeting, and implementing tasks, which would be considered more middle-management tasks, did appear in the middle of the factor loadings. There were two technical tasks that appeared above the .20 cut off. There were four technical tasks that loaded below .20 and would not likely explain much of the variance" (p. 170). "The women's technical dimension was more clearly confined to technical activities. A mixture of activities was not found in the women's managerial dimension. The women's technical dimension's upper tier illustrated the technical clustering—implementing decisions made by others; writing, editing, producing messages; disseminating messages; handling correspondence and making telephone calls; implementing event planning/logistics; making media contacts; implementing new programs; and meeting with peers. The women's technical dimension still included managerial activities; however, they were clustered in a second distant tier: planning public relations programs, evaluating program results, managing public relations programs, conducting or analysing research, and meeting with clients and executives. The men's technical dimension indicated an emphasis on the beginning tasks of people in public relations—writing, editing, producing messages; disseminating messages; and implementing decisions made by others. However, then more time was reported as devoted to making media contacts, an advanced technical activity given to someone considered responsible enough to work with the media. The men's technical dimension also included implementing events and new programs, but managing public relations programs, an activity indicating greater responsibility, scored almost as high" (p. 170-171).

Reference

Creedon, P. J. (1993). Acknowledging the infrasystem: A critical feminist analysis of systems theory. *Public Relations Review* 19(2), 157-166.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	The article examines the absence of a critical feminist perspective in the application of systems theory as a unifying paradigm for public relations. The article contends that such a paradigm actually works in opposition to the potential for excellence in public relations management posited by Grunig and others because it uncritically accepts the gendered, racist, classist and heterosexist norms that support systems theory. The article suggests that systems theory fails to acknowledge the existence of a third system that supports the approaches used by organizations to achieve homeostasis, balance or symmetry. A third system, the infrasystem, constructs both suprasystem and subsystem interactions. The article concludes with a case analysis of the institution of sport to illustrate how the infrasystem functions to preserve a system of gender privilege. Pamela J. Creedon is an associate professor in the School of Journalism at Ohio State University.
Keywords **(5-7)**	• Systems theory • Feminism • Public relations
Key Highlights **(3-5 – be brief in the summary)**	• Systems theory perpetuates inequality by enforcing the same old views on which race and gender have dominance in the organisational system (white, heterosexual men) • Systems theory also perpetuates class differences • Systems theory creates a view that women should seek to be like men to succeed instead of recognising diversity and femininity as an asset • Sport is an example on how systems theory works (but the same applies to PR industry) where female athletes have no female mentors and coaches to see as role models and they are trained in the same way as men
Theory Used **(indicate if none)**	**Theory Name:** Critical feminist theory (on systems theory) **Brief Theory Summary** • "The infrasystem concept is a derivative of both deconstructive and feminist theory. It is deconstructive because it views organizational culture as flexible and diverse, rather than immutable or universal. It is also feminist because it charges that the construction of organizational norms and values is male-defined" (p. 160) • "By examining the infrasystem of an organization, assumptions about gender, race, class and sexuality can be deconstructed by systems theorists attempting to explain organizational behavior" (p. 160) • "Unless we do so, the rhetoric surrounding equality and equity is incomplete because it protects hidden assumptions and patterns of dominance embedded in the system" (p. 160).

Application of Article to Practice **(3-5 – be brief in the summary)**	n/a
Key citation from the article	"Murphy (1991) has argued that symmetrical behavior may in fact support existing patterns of privilege. "In its purest form, then, symmetry tends to discourage innovation and encourage custom and tradition, even when both sides in a conflict would prefer to break with the status quo" (Murphy, 1991, p. 124). From a critical feminist perspective, custom, tradition and status quo are code words for patriarchal privilege" (p. 159). "Pearson (1990) and Fine (in press) categorize systems theory as a functionalist approach to organizational communication. Among other things this means that the core of systems theory possesses a managerial bias and is grounded in logical positivism. Logical positivism has been extensively criticized in feminist research for its division between theory and practice, between researcher and the "object" of the research (e.g., Jaggar, 1989; Hess & Ferree, 1987; Stacy & Thorne, 1985)" (p. 159). "…the functionalist approach of systems theory fails to incorporate a critical perspective, specifically a feminist perspective. Because men's experience has historically defined normative behavior in organizations, studies comparing male and female communication use category systems derived from male experience to evaluate female communication against male norms (Fine, in press)" (p. 159-160). "After a decade of NCAA control, women athletes are being led, trained and coached by male mentors and male role models. Simply put, women's sport is being developed in the image of male sport. The uncritical acceptance of gendered, as well as racist, classist and heterosexist norms in systems theory position it in opposition to the potential for excellence in public relations management (Grunig, 1991). Yet, systems theory provides a way of seeing the problems involved in developing a viable paradigm. To the extent that systems theory can be reconfigured by public relations theorists, it could provide a basis for the development of a revisionary paradigm.8 This paradigm would acknowledge, as systems theory does very well, that individuals and organizations are interactive entities and that their experiences and behaviors can best be understood in context of their environments" (p. 163).

Reference

Weaver-Lariscy, R. A.; Cameron, G. T., & Sweep, D. D. (1994). Women in Higher Education Public Relations: An Inkling of Change? *Journal of Public Relations Research* 6(2), 125-140.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	We used a national survey of 371 public relations officers in 4-year colleges and universities to examine environmental constraints, style of research, and certain personal characteristics to determine if they differentiate female and male practitioners. First, with regard to constraints, female public relations officers are most likely to occupy what we call the conscience of the organization role, whereas their male counterparts characterize a dominant insider position. Second, no differences in use or style of research were found by gender. Although this is encouraging, it is apparent that there remain environmental constraints notably administrator expectations—that need to be addressed. Higher education was selected as the context to study in part because it is where we educate future practitioners. With regard to gender-related stereotypical expectations, colleges and universities are not practising in their public relations offices what they are teaching in their classrooms. Findings are framed and discussed from both individual, liberal-feminist and collective, socialist feminist perspectives.
Keywords **(5-7)**	• Women • Public relations • Higher education • Liberal feminism • Socialist feminism • Technician versus managerial roles • Research • professionalisation
Key Highlights **(3-5 – be brief in the summary)**	• Majority of work on women in PR comes from a liberal feminist perspective, and thus concentrates on issues such as equal pay and equitable employment as the main goals of their plight for equality. Liberal feminist authors introduced dichotomy between managerial and technician roles in which women are underpaid and work in less responsible roles. • Authors to consider reviewing in future work: Jayaratne, 1983; Steeves,1987; Jaggar, 1983 • Authors discussing feminization of profession and the accompanying decline in salaries are the closest to socialist feminism because they express "concerns for broader issues of oppression and status of the profession" (p. 126). • Technician versus manager is a useful dichotomy to analyse organisational policies including in HE case study where men are insiders and women still feel like outsiders • Research is not a gender-specific variable because once a manager both men and women have to use research techniques
Theory Used **(indicate if none)**	**Theory Name:** Feminist theory

	Brief Theory Summary • Description of liberal feminism and socialist feminism in the article • Liberal feminism focuses on issues such as pay gap and equal opportunities for women as individuals whereas socialist feminism focuses on issues such as collective wellbeing of women in organisations
Application of Article to Practice **(3-5 – be brief in the summary)**	• Monitoring trends in the PR academia
Key citation from the article	"Socialist feminists seek "theoretical and political balance in addressing multiple factors contributing to women's secondary status" (Steeves, 1987, p. 107). Although there is no uniform socialist-feminist point of view on ideology and gender and class inequity, there is a unified position when the perspective is viewed in contrast to the liberal-feminist perspective. The liberal perspective is concerned with individual gain, but the socialist perspective is more oriented toward the "collective good" (Steeves, 1987, p. 109). So although issues of pay equity are of concern to socialist feminists, socialist feminists are more concerned with the general predicament of oppression by race, sex, and class" (p. 126). "In one discussion of women in public relations, Hon et al. (1992) concluded that much gender research in the field is inherently liberal. As such, this type of gender research may limit the solution to gender inequity issues by suggesting what women can do to "overcome their deficiencies," (Hon et al., 1992, p. 430) rather than by arguing for structural changes" (p. 126-127). "For the liberal feminists, the route to change is through the individual, with issues like equal pay and job status. For the socialist feminists, it is more important to change the structure and its underlying assumptions for all women. Evidence supporting both theoretical perspectives is evident in the public relations profession. As we have shown in the introduction of this article, there is an abundance of information documenting individual gender-related differences. Similarly, there is considerable evidence that the profession is concerned with its own devaluation, as its core becomes increasingly female. Whether or not the feminization of the profession is leading to structural changes in the practice is unclear" (p. 135-136). "Several conclusions may be drawn from this exploratory study. First, within the practice of public relations in higher education, this research confirms earlier findings of Broom and Dozier (1986) that use of scientific research distinguishes technicians from managers. Second, among managers only, the use of scientific or intuitive research techniques does not predict gender. Quite simply, once you are a manager, your use of intuition or science to prepare, distribute, and evaluate public relations materials is independent of whether you are male or female. Third, although increased use of scientific research may contribute to heightened professionalism, there is no "edge" to men or women in its use in higher education. Fourth, although differences disappear in style when we move from the whole sample to managers only, perceived constraints remain as

	significant predictors of gender. Among managers of the public relations function in colleges and universities, women are impacted by their role as the conscience of the organization. Male peers operate under different perceptions of their role—the dominant insider. Male practitioners appear to view themselves as fully able to go head to head within the inner circle over policies that affect the institution" (p. 137). "Various issues that dominate the public relations literature may be associated with each perspective. Those individual issues, like equal pay and job description, are most characteristic of the liberal-feminist perspective that advocates individual equity for individuals across issues. The feminization of the profession, on the other hand, with the accompanying underlying assumptions about roles, status, and more general worth, may be better understood from a socialist-feminist perspective, given the more broadly construed root issues" (p. 138).

Reference

Yin Tam, S.; Dozier, D. M.; Lauzen, M. M., & Real, M. R. (1995). The Impact of Superior-Subordinate Gender on the Career Advancement of Public Relations Practitioners. *Journal of Public Relations Research* 7(4), 259-272.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Mentoring relationships may affect career advancement opportunities for public relations practitioners, which in turn may impact role enactment and professional growth of practitioners. A cross-sectional survey was conducted to measure differential treatment of men and women in public relations with regard to mentoring and to assess the impact of mentoring on the career advancement of both groups. Findings indicate that subordinates and superiors of the same sex tend to have a more active and intense mentoring relationship than mixed-sex pairings. Female supervisors in public relations offer more active and intense mentoring to their subordinates than do male supervisors. Paradoxically, superior mentoring by female superiors yields fewer career advancement opportunities for their subordinates. Male supervisors seem more effective than female supervisors in providing subordinates career advancement. Practitioners with male mentors, regardless of gender, tend to have greater access to management advancement and have more opportunities to enact the manager role.
Keywords **(5-7)**	• mentorship • role models • public relations • women
Key Highlights **(3-5 – be brief in the summary)**	• Same-sex mentoring relationships are more successful as subordinates are able to build a better relationship than with different sex relationship • Mentees who are mentored by male mentors have more chances to progress to managerial positions than those mentored by female mentors • Women have less power in the organisation than men and thus their mentees have fewer chances to progress
Theory Used **(indicate if none)**	**Theory Name:** Pluralistic and radical feminism **Brief Theory Summary** • Pluralistic and radical feminism are combined here, and thus authors do not just look at women's adaptability to masculine culture but their own characteristics (there are quotations in the quotes section)
Application of Article to Practice **(3-5 – be brief in the summary)**	• The article shows trends in the industry and can be repeated in the present day to check whether something has changed

Key citation from the article	"One attribute of mentoring relationships is the degree of intensity and professional paternalism involved. Shapiro, Haseltine, and Rowe (1978) suggested that people who support, advise, and help promote proteges to positions of leadership and power form a continuum in a patron system. They defined mentors as the most intense and helpful types of patrons in promoting careers of their proteges. Less helpful than mentors are sponsors. Sponsors have less organizational power to shape and guide the careers of their proteges. Next on the continuum are guides, who are not as powerful. Mentors and sponsors can fulfil roles as benefactors and protectors, but guides serve only as advisors. Least powerful are peer pals, who act as members of proteges' network systems. By sharing information and strategies, peer pals advise and help each other, but can offer little or no patronage" (p. 261). "Several studies report that women are less likely than men to receive the benefits of mentoring relationships (Cook, 1979; Ragins, 1989; Shapiro et al., 1978). The shortage of female mentors, and the reluctance of both mentors and proteges to develop cross-gender mentoring relationships, reduce mentoring opportunities for women. Mentoring for women is particularly scary in a male-dominated occupation. Additionally, female mentors may be less powerful than male mentors and less able to promote the careers of their female proteges (Reich, 1986)" (p. 261). "Several scholars question several assumptions implicit in this pluralistic liberal view (Creedon, 1990; L. A. Grunig, 1989; Hon, 1995; Rakow, 1989; Toth, 1989). The basic assumption challenged is that women must somehow adjust to organizations and larger societies in which a stereotypic masculine worldview is taken as given. Such a perspective, radical feminists argue, simply perpetuates authoritarian organizational structures and centralized decision making, when the best evidence indicates that participative organizational cultures provide higher levels of job satisfaction and superior organizational adaptation to turbulent environments" (Dozier, L. A. Grunig, &J.E. Grunig, 1995)" (p. 263). "More specifically, female supervisors in public relations offer more active and intense mentoring to their subordinates than do male supervisors. As a result, female practitioners with female superiors provide the optimum gender pairing for active and intense mentoring relationships among the tour types" (p. 268). "Paradoxically, superior mentoring from female superiors yields fewer career advancement opportunities for their subordinates. Male supervisors in public relations seem more effective than female supervisors in providing subordinate career advancement. Practitioners with male mentors, regardless of gender, tend to have more access to management advancement and have more opportunities to enact the manager role. Female mentors in public relations, on the other hand, tend to be less effective than male supervisors in providing their subordinates opportunities to practice manager role activities. Regarding power to provide patronage, female superiors arguably play the role of guide or peer to their subordinates, rather than the role of true mentor, as defined by Shapiro et al. (1978)" (p. 268).

	"Further, the gender differences in mentor effectiveness affect the role subordinates enact. The manager role is regarded to have higher status (Sullivan, 1982) and more authority in the organization (Broom & Dozier, 1986). Apparently, under the supervision of more powerful male superiors who are in senior management themselves, subordinate practitioners generally have more opportunities to enact the manager role than those who have less powerful female supervisors" (p. 269).

Reference

Grunig, L. A. (1995). The Consequences of Culture for Public Relations: The Case of Women in the Foreign Service. *Journal of Public Relations Research* 7(2), 139-161.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	In this case study of a class-action suit against the U.S. Department of State, I focus on sex discrimination in job assignments as a way of exploring the existence and consequences of organizational culture on public relations and, more specifically, on female professionals aspiring to a managerial role. I begin with a look at women's history in the Foreign Service and continue with a discussion of its personnel system. Taken together, this historical and contemporary analysis (accomplished through a triangulation of methods that included lengthy personal interviews and examination of relevant documents) suggests that despite legal progress and a change in organizational culture, female Foreign Service officers continue to be disadvantaged. The explanation for the clash that led to their 14-year-long legal struggle lies in a strong subculture operating primarily in posts overseas. That male-dominated counterculture limited women's abilities for career advancement, I conclude that discrimination against women whose work involves communication as part of their diplomatic service also might adversely affect their constituencies, particularly in developing countries.
Keywords **(5-7)**	• Foreign service • State Department • women • public relations • communication
Key Highlights **(3-5 – be brief in the summary)**	• "The research design consisted of long interviews as well as analysis of newspaper coverage related to the lawsuit and an examination of relevant State Department periodicals and manuals. This multiplicity of methods is characteristic of feminist scholars (Fine, 1988). Feminist research typically relies on an eclectic methodology because of its multidisciplinary nature (Sherwin, 1988). This triangulation may produce a new, more comprehensive understanding of complex phenomena (L. A. Grunig, 1988)" (p. 141). • Discrimination of women in the home country can have an impact on foreign operations in other countries • Discrimination is particularly persistent in communication departments
Theory Used **(indicate if none)**	**Theory Name:** Feminist theory **Brief Theory Summary** • The position of women, in general, is analysed within the analysis of the organisational culture of discrimination • Calling for more comprehensive feminist research looking into dominant and subordinate rather than engage only with differences between men and women in practising communication practice

Application of Article to Practice **(3-5 – be brief in the summary)**	n/a
Key citation from the article	"As Rakow (1987) said, rather than studying the depressing facts, we need to study gender itself. She pointed out that researchers have assumed gender to be biologically determined and culturally modified. She contended, however, that sex is as cultural as gender and that we live in a culture that persists in seeing see two biological sexes. Feminist scholarship such as this, then, must go beyond the study of gender as a cause of any particular communication process. It needs to do more than comparing the way men and women may practice communication—based on any a priori notions about their polarity. Instead, it must elucidate the relationship between the dominant and subordinate that characterizes our social, political, economic, and cultural system. In so doing, the study speaks to any group that may find itself outside of the dominant norms" (p. 158).

Reference

Childers Hon, L. (1995). Toward a Feminist Theory of Public Relations. *Journal of Public Relations Research* 7(1), 27-88.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	In this study, I develop a feminist theory of public relations by explaining discrimination against female practitioners and positing an agenda for change. Thirty-seven "long" interviews and three focus groups conducted with female practitioners revealed that major obstacles for women are marginalization of public relations, problems stemming from male dominance at work, women's "balancing" act between career and family, and gender stereotypes. Solutions for overcoming barriers are proposed for society, organizations, public relations, and women.
Keywords **(5-7)**	• Women • Public relations • Role models • Pay gap • Radical feminism • Liberal feminism • Masculine organisational culture • Career progress • Glass ceiling • Lookism • Sexual harassment • ageism
Key Highlights **(3-5 – be brief in the summary)**	• the articles address a range of issues in PR and the position of women in the industry • it offers a very detailed and useful criticism of previous literature on women in PR (analysed in this literature review too) and criticises it from the point of radical feminism, thus calling previous work as liberal feminism that has not achieved equality of women because women can only achieve equality if women as a collective are equal in all aspects in organisations and wider society • it proposes a range of recommendations on how to improve the situation of women in PR, this includes practitioners but also educators and students • it argues that in-depth small samples of qualitative interviews are the feminist methodology, and thus combines 37 interviews with several focus groups
Theory Used **(indicate if none)**	**Theory Name:** The feminist theory of PR (a suggestion for theory development) **Brief Theory Summary** • "Feminism's call for harmony produces public relations theory that presupposes unifying solutions for effecting equity for women. Moving beyond women's assimilation into patriarchal systems to a genuine commitment to social restructuring launches communication theory forward by providing the opportunity for meaningful transformations" (p. 80).

	• Combines liberal and radical feminism in developing the feminist theory of PR
Application of Article to Practice **(3-5 – be brief in the summary)**	• The article has an application to practice because it offers solutions on how to overcome discrimination by setting out necessary measures for all stakeholders (society, government, the PR industry, etc.) • The study could be repeated due to the detailed methodology explained in the article to see whether the trends have changed in the present time
Key citation from the article	"They believe that strategies geared toward fixing women's purported deficiencies are faulty because they fail to address the underlying problem—society's devaluation of women and women's work. That is, calls for women changing themselves to assimilate more effectively into the current (male) power structure in organizations are limited because these strategies do nothing to change the systems that cause gender discrimination. This position has been supported by research showing that even when women rise to managerial ranks in public relations, they still may face gender inequities" (Dozier et al, 1983)" (p. 28). "The theory developed here, then, is a feminist theory of public relations. Women are posited as effective communicators and managers in their own right (Rakow, 1987). And, women are treated as individuals whose "perceptions, meanings, and experiences are appropriate and important data for analysis" (S. K. Foss & K. A, Foss, 1988, p. 9)" (p. 28). "M. L. Anderson (1988) contended that when scholars describe the world by examining women's experiences, the knowledge that is created does not merely add to established constructs of social scientific thought (the "add women and stir" position). This is because the experiences of women have "been invisible ... to men as the dominant class" (p. 356). Rakow (1987) echoed M. L, Anderson's point by arguing that scholars doing research from a male perspective generally have not been able to "see" women and their experiences (p. 81). These researchers have assumed, however, that what they were studying was universal, when, in fact, what they were studying was male" (p. 29). "…liberal feminist perspective inherent in much of this scholarship provides an important but incomplete framework for understanding gender issues. Radical feminist researchers such as Rakow (1989) have challenged the liberalist position that female students and practitioners need to change so they may integrate more effectively into the existing system. Instead, Rakow posited that the system of male centered values that define worth in organizations and public relations classrooms should change (see also L. A. Grunig & Toth, 1991; Hon, L. A. Grunig, & Dozier, 1992; Steeves, 1987; Toth, 1989a, 1989b)" (p. 31-32). "…radical feminists would question the liberal position of some authors who suggested that the solution to whatever problems women encounter lies exclusively in women's learning to play the game like men and garnering the dividends many men currently enjoy" (p. 32). "…A crucial issue here rests on the difference between the masculine notion of power and its feminine alternative, empowerment" (p. 33).

	"…women do not always have the luxury of making their career primary because men typically are paid better than women (see, e.g., Kuhn, 1992). Furthermore, most men do not share equally with their female partners in performing domestic responsibilities (even when these women work full time outside the home; Hocbscbild, 1989). Thus, either the logic of finances or familial duties (or both) do not allow some women to pursue their careers with the single-mindedness that many men enjoy" (p. 34). "Radical feminism argues that this "be-all-you-can-be" approach encumbers women while men (those most likely to be the boss) are absolved of all responsibility for ensuring equitable treatment of employees. Why should a woman have to do more than a man in a similar position to prove she is responsible?" (p. 36). "…feminist scholarship does not imply a distinctive method; feminist research is distinguished by how methods are used. Harding (1987) suggested that one use involves feminist researchers listening carefully to what female informants think about their lives" (p. 39). "As for honesty, the feminist paradigm rejects empiricism's search for objective "truths." Research participants' views of their world, however subjective, are valid" (p. 39-40). "A manager of public relations for a manufacturer of shuttle booster rockets faces similar misconceptions about public relations. For her, the "second hardest part" of her job is "fighting the attitudes against public relations" (the first is fighting the attitudes against women). She argued that the "very White, Anglo-Saxon, military. Southern, chauvinist" managers of her organization "don't even know they are not operating in the real world." As she explained, she still hears things such as, "Give it to the PR girl"" (p. 44). "The women at College Park pointed out that public relations rarely feeds to the head of organizations. And, they noted that public relations is often placed under other functions such as development. They also wondered if feminization would exacerbate this trend. As one participant contended, discriminatory attitudes toward women as senior managers might keep public relations in the middle of organizational hierarchies" (p. 44). "Along similar lines, several research participants asserted that the public relations curriculum does not train for senior management. They believed that practitioners often lack skills in salary negotiation, critical thinking, and strategic management. In the focus group at Gainesville, one participant echoed this concern, arguing that business schools crank out managers, but journalism schools do not. And, she stated that the latest trend within journalism programs is an emphasis on academic research, not enhancing business acumen" (p. 45). "Addressing problems beyond public relations, many research participants mentioned the stifling effect of male dominance in the workplace, which contributes to a host of problems for women. Most basic is that at work, "maleness" is valued more. Thus, women's concerns often are not legitimized. Bringing up this issue, a director of communications for a state solar energy center remarked that she wanted to establish a

	communications program geared toward children (a concern she linked to being a woman), but her idea was squashed. The masculinism of the organization dictates that she spend her time communicating to those with "money and power"" (p. 46). "As she explained, most of the men are retired military and very close knit. "It's a good-old-boy network," she said. "They are just being recycled again and again. My boss has had four jobs"" (p. 46). "Almost all research participants noted that male dominance causes women's isolation from the inner circle where important business gets done. Most referred to this clique as the "good-old-boy" network. They also asserted that women's exclusion occurs in both formal circles such as the management table and informal interaction at the basketball court or golf course" (p. 47). "And, as one participant noted, women's trying to break into this network is "damned if you do, damned if you don't." That is, women's trying to be "one of the guys doesn't play well." On this point, she recalled how surprised and uncooperative her male colleagues were when she invited herself to play golf with them. And, when she won, they stopped speaking to her" (p. 47). "Women's exclusion brings up the issue of the similarity preference, or people's tendency to hire, groom, and promote people like themselves (Conrad, 1990). Because of this tendency, male managers tend to groom other men, not women" (p. 48). "Women's segregation causes still another problem—women turning their backs on other women out of necessity. A director of community relations for an international airport argued that male privilege ensures that the windows of opportunity for women may be so limited that some women are forced to promote themselves at the expense of other women. Some women asserted that this dilemma results in "catfighting" among women or the elevation of only the "meanest" women. The convergence of these two problems was referred to several times as the "Queen Bee Syndrome." Along these lines, the manager of public relations for a manufacturer of shuttle booster rockets asserted that women are "set up" to he competitive by organizational environments that limit women's potential. This, combined with women's "intense need to succeed," causes women to be "cutthroat"" (p. 48). "A director of development for a school of journalism at a state university stated that she has worked for some difficult female bosses. She attributed these women's hardness to their constantly having to fight stereotypes. She also believed that some women became nearly obsessive about succeeding and "being included in the boardroom" (p. 48). "Another obstacle related to male dominance is the outmoded and unchanging attitudes of the "senior set" of men who are at the top of organizations. Several women contended that the "manager generation," or men 45 years of age and older, are "anti-women" and see women as a threat. A director of marketing and public relations for a national accounting firm noted that her organization wants to he progressive about

	dealing with women. But, as she argued, the "older men are standing in the way (…) Most of the women believed that younger men are more egalitarian than the senior set. For example, one agency owner contended that men 35 years old and younger have grown up with women in the workforce and do not consider the presence of women an issue" (p. 51). "Similarly, some women contended that people perceive women's strength as "bitchiness." As the director of development for a school of journalism at a state university explained, when a man is aggressive, others believe he is acting appropriately. But, when a woman displays aggressiveness, others believe something is wrong; she must be suffering from premenstrual syndrome, for example" (p. 51-52). "The director of public relations for a nonprofit children's hospital suggested, however, that women should do things as though they were men. Or, as the director of communications for a state solar energy center stated, women need to take on the attributes of maleness that others perceive they are lacking. An owner of a local agency spoke at length about what these attributes are. She advised that women should know when to keep their "mouth shut" instead of talking before they think, align themselves with politically strategic people, take business politics seriously, and dress appropriately. Further, women should neither apologize for family concerns nor play the victim" (p. 57). "In the focus group at Gainesville, one participant made the same point. She lamented seeing "excellent women" in "bad situations" who "stay and beat their heads." Her advice for these women was to move on; women's staying where they are not valued is self-defeating. The director of development for a school of journalism at a state university also thought women should avoid places where women are "destined for failure." She contended that women fall too often into a vicious circle of staying in bad situations because their self-esteem has been depleted and they become afraid to leave. Thus, others' perception of women's ineffectiveness become a self-fulfilling prophecy" (p. 58). "Several research participants argued that equity for women could be advanced by women's developing the skills and knowledge needed in public relations. Some women tbought that an important part of this process is learning how to do research. That is, the tangible results that research can provide give practitioners something valuable to bring to the management table. Related to doing research is the argument that women should get an advanced degree" (p. 59). "Several research participants believed that women empowering themselves through networking would help. Many mentioned women's mentoring other women. These women believed that these relationships would help provide needed role modeling for women. The communications manager for a scientific instrument manufacturer, for example, encouraged women to "keep a soft spot for women in the world" and give each other a hand or "a push." She recommended that women avoid seeing other women as threats. Instead, women should realize that helping other women will only benefit all women in the long run" (p. 61).

	"Several research participants suggested that at the organizational level, the most fundamental change needed involves redefining the inherent masculinism in management. The easiest way to do this, according to the communications manager for a scientific instrument manufacturer, is to have more women in charge. That is, she asserted that organizational culture is an "outgrowth of the personality of the people in top level." Thus, as long as men dominate those levels, masculine values will he esteemed" (p. 63). "This brings up the suggestion of integrating business courses into the public relations curriculum—a recommendation made by many women and one that surfaced in all three focus groups. In general, these women believed that the stakes for entering public relations should be raised by requiring practitioners to the communicators and managers. Several women went even further by wondering if public relations should assimilate into business schools. As one participant stated in the focus group at College Park, if public relations is really part of management, then perhaps public relations should be in management schools. And, she wondered whether universities should even have undergraduate programs in public relations, given the weaknesses of the typical curriculum. For her, majoring in business and then getting a master's degree in communications seemed like a better approach" (p. 64). "Another problem with the masculine ethic is the devaluation of the feminine inherent in this model. The result of this devaluation is occupational segregation that assigns women low-status jobs (see Kelly, 1991). Another problem is segregation within an occupation. Within any job, women may be relegated to duties that are not tied to advancement" (p. 72).

Reference

Creedon, P. J.; Wahed Al-Khaja, M. A., & Kruckeberg, D. (1995). Women and public relations education and practice in the United Arab Emirates. *Public Relations Review* 21(1), 59-76.

Required Element	AB Entry
Country	UAE
Author-provided abstract (indicate if none)	In 1995, 20 women students will be admitted into the newly-designed public relations major program at the United Arab Emirates University in Al-Ain. The program is based on the American model for an undergraduate public relations curriculum. This article explores the context of the decision to implement such a model and to use such a perspective. It does this by examining the history of public relations education in the Arabian Gulf area and the meaning of public relations in that context. In addition, it reports on the findings of the first field study of public relations practice in the U.A.E. It concludes with an examination of the role of Emirati women in the culture and their future in public relations practice. Creedon is director of the School of Journalism and Mass Communication at Kent State University. Al-Khaja is an assistant professor in the Department of Mass Communication, United Arab Emirates University. Kruckeberg is coordinator of the public relations degree program at the University of Northern Iowa.
Keywords **(5-7)**	• Women • Public relations • UAE • Higher education • Women equality
Key Highlights **(3-5 – be brief in the summary)**	• UAE opened a public relations programme • Women allowed to study in this programme as with all other programmes in the country unlikely for some other countries in the region where women do not have that right • Two-way symmetrical communication as a national credo in UAE
Theory Used **(indicate if none)**	**Theory Name:** n/a **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	n/a
Key citation from the article	"The tradition of strict segregation of education by sex remains in force at the U.A.E.U. All women study on a separate campus. Taken in context, however, Emirati women do have considerably more freedom of choice than in other Arab Gulf states. For example, women in Saudi Arabia have only been allowed to major in mass communication for the past three years while female U.A.E.U. students have majored in mass communication since the department first opened its doors in 1978" (p. 69).

	"A decade ago there were virtually no women, certainly no Emirati women, practicing public relations in the U.A.E. In 1995, the first 20 women students will be accepted into a formal public relations degree program at the U.A.E.U. It appears that there are no educational barriers in place to stop Emirati women from choosing to study a profession that has been defined by the government as one that can help meet the needs of U.A.E. society. Although Dr. Al-Khaja's study demonstrated widespread misunderstanding of public relations practice in the U.A.E., Sheik Zayed's quotation at the beginning of this article clearly shows that Grunig & Hunt's two-way symmetrical model for ideal public relations is the national credo. s7 Public relations education promises Emirati women a leadership role in defining their country's future" (p. 71).

Reference

Fitzpatrick, K. R. (1996). Public relations and the law: A survey of practitioners. *Public Relations Review* 22(1), 1-8.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Many public relations profession& may be placing themselves and client organisations at risk of legal liability because they have little or no familiarity with important legal issues that affect public relations activities, according to this study. A survey of Public Relations Society of America members showed that today's professionals consider themselves only somewhat familiar with the law in the areas of commercial speech, contracts, financial public relations, copyright, privacy, libel, access to information, SEC regulations and professional malpractice. The study indicates that lawyers often play key roles in public relations decisions, suggesting the potential for encroachment. Contrary to past commentary on the strained relationship between public relations and legal counsel, most public relations professionals view their relationships with attorneys as either excellent or good. Fitzpatrick is Assistant Professor and Associate Director of the Center for Communication Arts at Southern Methodist University.
Keywords **(5-7)**	• Laws • Public relations practitioners • Legal compliance in PR
Key Highlights **(3-5 – be brief in the summary)**	• PR practitioners violate many laws on a daily basis due to unfamiliarity with the legal system pertaining to the PR industry • More men than women are familiar with some laws, albeit both groups show a lack of knowledge
Theory Used **(indicate if none)**	**Theory Name:** n/a **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• Trends in the industry were analysed through a survey, thus the study had the potential to identify necessary training • The study could be repeated today
Key citation from the article	"…in most cases, accredited PRSA members reported more familiarity with legal issues than non-accredited members. Male respondents reported significantly more familiarity than women in the areas of commercial speech, libel, contracts, financial public relations and SEC regulations. Practitioners with the most years of experience reported the most familiarity with legal issues, with familiarity increasing concurrently with years of service" (p. 3).

Reference

Miller, K. S. (1997). Woman, man, lady, horse: Jane Stewart, public relations executive. *Public Relations Review* 23(3), 249-269.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Public relations scholars know very little about the women who participated in formal public relations before the 197Os, not even about such women as Jane Stewart, who served as vice president and then president of Group Attitudes Corporation, an independent consulting firm that became a subsidiary of Hill and Knowlton of New York in 1956. Because she was virtually alone among women at the top consulting firms, Stewart was forced to perform a delicate balancing act. Jane Stewart prospered in the man's world of a Manhattan agency by accepting the conservative values of the field and the era. But she also developed a collaborative management style and maintained a female, if not feminist, perspective that at times gave her clients a different outlook on public relations problems. This article describes Stewart's career in the context of women's participation in formal public relations. The author is an assistant professor in the Henry W. Grady College of Journalism and Mass Communication at the University of Georgia.
Keywords **(5-7)**	• Women • Public relations • Jane Stewart
Key Highlights **(3-5 – be brief in the summary)**	• The article offers a good contextual analysis of female PR practitioner and her PR career • As such it contributes towards women's PR history
Theory Used **(indicate if none)**	**Theory Name:** PR history **Brief Theory Summary** • Constructs how women practices PR, what contribution they gave to the practice and what challenges they faced using an example of one PR practitioner
Application of Article to Practice **(3-5 – be brief in the summary)**	n/a
Key citation from the article	"Stewart's own description of the balance she achieved was to "look like a woman, think like a man, act like a lady, and work like a horse"" (p. 250). "In a review of ten public relations textbooks, Pamela Creedon found that, in an effort to be more inclusive, many authors inserted women's "names at the end of a paragraph from an earlier edition of a book"; she decried

	"the absence of any substantive description of the actual contribution of these women." Marilyn Kern- Foxworth's examination of portrayals of women likewise points out that most textbooks presented "a stereotypical point of view by suggesting that women did not make significant contributions to the development of public relations as a professional field." Historians have responded by asking how being female affected the ways women communicators did their jobs" (p. 250). "…that women editors and reporters put women's news on the front page, while others assert that to rise to a position of power in the media, women had to compromise or accept male-dominated culture. Thus, women's careers have been considered in light of what they contributed to how the media worked" (p. 251). "Feminist scholars have argued, however, that these "contribution" histories are also inadequate, because they evaluate women "in terms of male achievements" or ""standards set by men," thereby focusing only on those women working in the minstrel. This view has brought changes to the study of women in public relations history. Scholars have broadened the meaning of the term "public relations" to encompass study of the tactics utilized by reformers such as suffragists and other women who would not be considered public relations practitioners under traditional definitions. Contribution histories have also been denounced because they attempt to compare women's achievements to men%. Instead, as Larissa Grunig points out, because feminist scholarship "must elucidate the relation between the dominant and subordinate that characterizes our social, political, economic, and cultural system," feminist scholars have begun to study the interplay between the personal and professional lives of women in the media, spawning studies of Doris Fleischman in public relations and Ida Tarbell in journalism that value women in their own right"" (p. 251). "But women have been especially neglected. While Lee and Bernays have been examined under the microscope, only Susan Henry's research on Doris Fleischman attempts to describe and understand a woman in formal public relations. But Henry focuses especially on Fleischman's relationship with her partner/ husband, Edward Bernays, rather than on her role in public relations history. By rediscovering the career of Jane Stewart, this article begins the work of systematically reconstructing the role of women in the history of formal public relations in the United States" (p. 252).

Reference

Serini, S. A.; Toth, E.; Wright, D. K., & Emig, A. G. (1997). Watch for Falling Glass… Women, Men, and Job Satisfaction in Public Relations: A Preliminary Analysis. *Journal of Public Relations Research* 9(2), 99-118.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Women • Public relations • Job satisfaction
Key Highlights **(3-5 – be brief in the summary)**	• In organisational research, women often express equal satisfaction with jobs even though they are also often paid less •
Theory Used **(indicate if none)**	**Theory Name:** Gendered organisational theory **Brief Theory Summary** • Job satisfaction depends on the number of factors • There are gendered differences in job satisfaction
Application of Article to Practice **(3-5 – be brief in the summary)**	• This study shows trends in the PR industry • The study could be repeated to see if something has changed
Key citation from the article	"Women were somewhat more satisfied with their public relations positions in 1995 than they were in 1990. Men were somewhat less satisfied with their public relations positions in 1995 than in 1990. Men and women appeared to be equally satisfied with their public relations positions in 1995, hut the level of that satisfaction was moderate at best" (p. 108). "The increase in the number of women entering the field was clearly a concern to men in general. They mentioned the "skewing" of workplace opportunities in favor of women to "make up for any past inequality." Because the field had become female dominated, they felt men might be less able than women to achieve higher levels in the organization. They also saw the competition in public relations as being different from other occupations primarily because there were more women than men in public relations" (p. 109.) "The respondents saw women in the field as changing not only the mix of opportunities available to women but, as managers, as beginning to clear the way for the new generations of women to follow them. They felt many of the changes that made it possible for them to work and have a family are

	the result of women not only entering the field but holding management level positions. Increased workplace flexibility and benefits made balancing work and family life less stressful for women" (p. 112).

Reference

Sallot, L. M.; Cameron, G. T., & Weaver Lariscy, R. A. (1997). Professional standards in public relations: A survey of educators. *Public Relations Review* 23(3), 197-216.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	A survey instrument operationalizing twenty-four elements of professional performance was administered to 291 public relations educators across the nation, yielding a 43.6 percent response rate. Respondents assessed the extent to which a standard of professionalism currently exists for each of the twenty four items. Educators tended to view writing/editing and graphics/production skills, ethical guidelines, accreditation, and "public relations as advocacy" as enjoying well-established standards. Licensing, location of public relations on the organizational chart and inclusion of public relations in the dominant coalition were viewed as most lacking in a standard of professional performance. The twenty-four items factored into six dimensions. Assessments of professionalism along these six factors differed significantly as a function of sex, region, tenure of teaching, size of institution, and whether the educator was accredited by PRSA. Comparing educators' assessments with practitioners' views expressed in an earlier national survey, it is clear that professional standards in public relations have yet to have coalesced among educators or practitioners. Given the influence that educators have on the future of the field, it is imperative that educators work to elevate the profession by promulgating professional standards among their students. This study, conducted under the auspices of the Yarbrough Public Relations Laboratory, is a follow up to results of a survey of practitioners reported in the article titled "Developing Standards of Professional Performance in Public Relations" published in Public Relations Review in 1996. All three authors are with the Department of Advertising/Public Relations, Henry W. Grady College of Journalism and Mass Communication, University of Georgia, Athens. Dr. Lynne M. Sallot, APR, is Assistant Professor. Dr. Glen T. Cameron is Associate Professor and Director of Research, James M. Cox, Jr. Institute for Newspaper Management Studies. Dr. Ruth Ann Weaver Lariscy is Associate Professor.
Keywords **(5-7)**	• Women • Public relations • PR educators • Higher education • Professional standards
Key Highlights **(3-5 – be brief in the summary)**	• Women are more concerned with gender equality than men
Theory Used **(indicate if none)**	**Theory Name:** n/a **Brief Theory Summary**

	n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• The article shows trends in the professionalism of the PR industry and differences in how new and old educators see the industry standards • The research could be repeated
Key citation from the article	"Women working in public relations education, as do women working in the field, see less parity in gender equity than do their male counterparts. Long-term teachers are more optimistic about status and role than are newer teachers, perhaps reflecting an ivory-tower effect the longer one is absent the field. Regional influences as they impact educator attitudes are difficult to explain, but region in the educators' survey reflects location of institution, not region of practice" (p. 212).

Reference

Serini, S. A.; Toth, E. L.; Wright, D. K., & Emig, A. (1998). Power, Gender, and Public Relations: Sexual Harassment as a Threat to the Practice. *Journal of Public Relations Research* 10(3), 193-218.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	As women increasingly take their place as public relations manager, their ability to work successfully in a harassment-free environment will have an impact on the overall stature and practice of the field. We used data from national survey and 6 focus groups to explore the effects of sexual harassment.
Keywords **(5-7)**	• sexual harassment • public relations • women • gender
Key Highlights **(3-5 – be brief in the summary)**	• The study examines the attitudes about sexual harassment of women and men in the practice of public relations.
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• As it is highlighted on the text, public relations practitioners deal with sexual harassment not only from their perspective as professionals who have the potential to either harass or be harassed but also as professionals who offer counsel to management and who work with the organization to communicate internally and externally about sexual harassment policies and problems.
Key citations from the article	"Grunig and Dozier (1992) pointed out, "issues of power lie at the heart of women's repression in organizations" (p. 427). "As Kanter (1977) found power is key "not because individuals are greedy for more, but because some people are incapacitated without it" (p. 205). "Recent research (Segrave. 1994) has shown that sexual harassment has little to do with libidinal impulses and everything to do with using various forms of sexual harassment to keep women in their place. That "place" has been in the organization's lower prestige, lower influence, and lower paid positions" (p. 194) "Some scholars argue that before sexual harassment and its effects can be eradicated from the workplace, profound societal and organizational effects must occur (Hon, 1995; Hon et al., 1992; Kanter, 1977)" (p. 194) "Sexual harassment, as Nieva and Gutek (1981) contended, is truly about power. The increase in sexual harassment of men by women in power positions certainly adds conviction to the understanding of sexual

	harassment as a power issue that has little to do with sexuality-or even of women-and much to do with controlling and maintaining a position of power in an organization. Power in itself is a masculine model; its antithesis is the feminine model of empowerment" (p. 214)

Reference

Toth, E. L.; Serini, S. A.; Wright, D. K., & Emig, A. G. (1998). Trends in public relations roles: 1990–1995. *Public Relations Review* 24(2), 145-163.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This study reported trend data on the roles of national Public Relations Society of America members. The authors posited that roles are constantly in process and illustrated this through analyses of activities within the broad manager and technician categories. The authors argued also that professional experience as a predictor of manager enactment should be defined not as number of years in the field but by looking at the kinds of experiences received on the job. Study results suggested that for this sample of PRSA members an agency role emerged in 1995 in addition to the manager and technican roles found in 1990. There was still cross-over in the activities performed in each of the role profiles, indicating that public relations people do an assortment of activities. The agency role could be a result of the economic downturn that occurred in this five-year period. Women still seemed to be doing "it all" for less money. They did not carry out the same activities as the male role profiles that emerged and enacted a less pronounced agency role. Elizabeth L. Toth, Ph.D., is associate dean and professor of public relations at the ST Newhouse School of Public Communications at Syracuse University. Shirley A. Serini, Ph.D. is an assistant professor in the Department of Journalism at Ball State University. Donald K. Wright, Ph.D. is a professor in the Department of Communication at the University of South Alabama. Arthur G. Emig, Ph.D., is an associate professor in the Department of Communication at the University of South Alabama.
Keywords **(5-7)**	• Women • Public relations • Technician • Manager • The role of the agency
Key Highlights **(3-5 – be brief in the summary)**	• In both 1990 and 1995 women self-identified more as technicians than managers • The profession changed, and some duties previously reported as regular have decreased in value among practitioners however even in these new roles women still identify with technician role more • New factor emerged in 1995 analysis: the agency profile ("the focus of the set of activities seemed to cover counseling; research; programming decisions; communicating with clients, peers and subordinates; handling correspondence and phone calls; and, making media contacts. This profile did not feature any of the technical activities seen in the technician factor such as writing, editing, producing messages, disseminating messages, and implementing event planning/logistics" (p. 158)
Theory Used **(indicate if none)**	**Theory Name:** n/a – this is a theory development through the use of a survey to repeat research conducted 5 years earlier;

	Brief Theory Summary In 1990, women identified mostly with technician role and the new survey conducted in 1995 checked whether this is still the case to measure trends in the PR industry.
Application of Article to Practice **(3-5 – be brief in the summary)**	• Measuring trends in the PR industry • This survey could be repeated today to see if something change and to see how the situation is in other countries
Key citation from the article	"While the 1990 data indicated a two-role typology similar to the Broom and Dozier 44 manager and technician categories, there were three significant role profiles in 1995. In 1990, a varimax rotated factor matrix, reported by Toth and Grunig 45 provided a basis for reducing the survey list of 17 activities to two dimensions. These two dimensions were roughly equivalent to the Broom and Dozier 46 roles of manager and technician. In 1995, a varimax rotated matrix of the same 17 activities provided a three-factor construct. In addition to the managerial and technical dimensions, similarly found in other studies, such as Broom and Dozier 47 and Dozier and Broom, 48 there appeared a third factor that seem to be tied to the expert prescriber profile, originally conceptualized by Broom and Smith" (p. 151). "The most striking contrast in roles between 1990 and 1995 was the drop off of high factor loadings for both the women and the men. The two highly loaded activities to remain over time were more of the day-to-day jobs of planning and managing public relations programs. The more senior roles of making communication policy decisions still highly loaded for the men; however, counseling management, implementing new programs, planning and man-aging budgets and evaluating program results were reduced in the factor loadings from 1990, although less so for the men as for the women" (p. 159-160)

Reference

Henry, S. (1998). Dissonant Notes of a Retiring Feminist: Doris E. Fleischman's Later Years. *Journal of Public Relations Research* 10(1), 1-33.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Doris E. Fleischman • women journalists • feminists • public relations • activists • biography
Key Highlights **(3-5– be brief in the summary)**	• The article delves into the last three decades of the life of the journalist Doris E. Friechman analyzing her professional and personal life in her retirement years • Later Years of the feminist activist Doris E. Fleischman's
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• Its contribution strengthens the knowledge of relevant feminist women in their field of knowledge, in this case in public relations and writing.
Key citations from the article	"When I first study Fleichman, I ignored her fiction and poetry writing. I could not see its importance until I saw how study the end of her life let me see behaviors that led me to review my data from earlier periods and recognize strong patterns I had missed. When I went back and observed the large quantity of this writing and its consistent production over 6 decades of her life, I knew it needed to be seriously considered despite the fact that only the poetry was (self)publishes" (Henry,1998, p. 24).

Reference

Sallot, L. M.; Cameron, G. T., & Weaver Lariscy, R. A. (1998). Pluralistic ignorance and professional standards: underestimating professionalism of our peers in public relations. *Public Relations Review* 24(1), 1-19.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Two-hundred-fifty-one responses to a battery of 45 professional standard items indicate that public relations professionals randomly surveyed from across the nation tend to underestimate the current state of professional standards in the field. This state of affairs, described in coorientation theory as pluralistic ignorance, suggests that our field may actually hold higher standards and greater confidence in standards than we commonly attribute to our peers. Following the third-person effect, respondents tended to view themselves as better able to withstand pressures and outdated thinking than their peers. In fact, practitioners held their peers in comparatively low esteem, viewing others collectively as somewhat naive, unprofessional and unenlightened in comparison to their own personal self-images. While female practitioners are generally less sanguine about gender and racial equity in public relations, women tend to be more optimistic about standards for ethics and professional functions such as planning and research. Women also tended to be less harsh in their ratings of peer professionalism, while also attributing lower values to others. This study, conducted under the auspices of the Yarbrough Public Relations Laboratory, is a follow up to preliminary results of the survey of practitioners reported in the article tided "Developing Standards of Professional Performance in Public Relations" published in Public Relations Review in 1996. Preliminary results of a follow-up survey of educators was reported in the article "Professional Standards in Public Relations: A Survey of Educators" published in Public Relations Review in 1997. All three authors are with the Department of Advertising/Public Relations, Henry W. Grady College of Journalism and Mass Communication, University of Georgia, Athens. Lyrme M. Sallot, APR, Fellow PRSA, is Assistant Professor. Glen T. Cameron is Associate Professor and Director of Research, James M. Cox, Jr. Institute for Newspaper Management Studies. Ruth Ann Weaver Lariscy is Associate Professor.
Keywords **(5-7)**	• Professional standards • Coorientation approach • Public relations • Women • gender
Key Highlights **(3-5 – be brief in the summary)**	• Practitioners have poor knowledge of views of their peers on professionalism in PR • Practitioners thus present "pluralistic ignorance, under-estimations or over-estimation of others' opinions" (p. 14) • Practitioners hold themselves in higher esteem than their peers who they see as unenlightened and unprofessional • Women are more likely than men to notice gender inequality in PR

Theory Used **(indicate if none)**	**Theory Name:** Coorientation approach **Brief Theory Summary** • "According to Kim, 24 six basic types of coorientation states are possible: consensus, dissensus, ignorance, pseudo-consensus, semi-consensus, and semi-dissensus. We may agree with each other on something, but each of us may think that we disagree with each other, a state called pluralistic ignorance or false uniqueness" (p. 5).
Application of Article to Practice **(3-5 – be brief in the summary)**	• This is a trends survey analysing views of practitioners about their own profession • This survey could be repeated in the present day and in other countries
Key citation from the article	"Regarding gender equity, women are more likely than men to see inequalities in the field based on sex, and they ascribe stronger opinions about those inequities to themselves than to their peers; there are in fact fewer differences between men and women of opinions assigned to others regarding gender inequity. While female practitioners are generally more jaded than males about gender and racial equity in public relations, women tend to be more optimistic about ethics and functions such as planning and research. This may be a function of the women being younger and more likely to have been formally schooled in public relations curricula. Unfortunately, when women professionals hold up the role looking glass, they perceive management as seeing them more as technicians than managers, and they persist in seeing themselves the same way" (p. 15).

Reference

Aldoory, L. (1998). The Language of Leadership for Female Public Relations Professionals. *Journal of Public Relations Research* 10(2), 73-10.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This study used feminist scholarship to explore leadership in female public relations practitioners and educators. Interviews with 10 women helped illustrate their communication styles, motivations, and meanings for leadership. These women's voices deserve attention due to the concerns about the growing percentage of women entering the field. Results revealed that participants illustrated a mix of 2-way and I-way communication when hypothetically responding to staff. Educators tended to utilize 2-way communication more than I-way and incorporated compromise into conflict resolution. All the participants exhibited assertiveness. empathy for staff, and use of logical rather than emotional arguments.
Keywords **(5-7)**	• public relations • gender • management • leadership • language
Key Highlights **(3-5 – be brief in the summary)**	• Leadership in female public relations practitioners • Leadership in female public relations educators. • Communication styles, motivations, and meanings for leadership.
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• It would be very interesting if we would like to establish a comparison along the years
Key citations from the article	"And also leadership means: "The second most relevant leadership characteristic for all the practitioners was «the human side»" (Aldoory, 1998, p. 86). "A transactional style of leadership involving rewards and punishment, often associated with men, was not evident here" (Aldoory, 1998, p. 97). "The women used participative management, attempts to energize staff, and empathy" (Aldoory, 1998, p. 97). "Over 58% of public relations practitioners are women (Lukovitz, 1989), and half the members of the Public Relations Society of America are

	women (Toth Nr Cline, 1989). About 80% of all public relations students are women"(Becker, 1990)" (Aldoory, 1998, p. 73). "Leadership for educators also consisted of guidance, passion, commitment, and courage" (Aldoory, 1998, p. 85).

Reference

Farmer, B., & Waugh, L. (1999). Gender differences in public relations students' career attitudes: A benchmark study. *Public Relations Review* 25(2), 235-249.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Numerous articles have examined differences in men's and women's experiences in public relations, but few studies have explored students' perceptions of gender issues. This study fills that gap. A two-page survey instrument was completed during April/May 1997 by 430 students studying public relations at 17 different schools across the United States. There were no statistically significant differences in male and female students' desires to perform managerial activities, but there were statistically significant differences in several areas. Female students reported they expect to earn less money starting out and to be promoted more slowly than their male counterparts expect. Female students were more likely to believe that they will need to postpone having a family in order to advance in their careers. Additionally, female students reported they want to "do it all"- both managerial and technical activities. These findings have both positive and negative implications for the profession. Dr. Betty Farmer is an assistant professor of communication and public relations, and Ms. Lisa Waugh was a senior majoring in public relations at Western Carolina University at the time of this study. This research was funded by an Undergraduate Research Grant from Western.
Keywords **(5-7)**	• Public relations • Students • Career expectations • Salary expectations
Key Highlights **(3-5 – be brief in the summary)**	• Male and female students have different career expectations • Both groups agree on women's ability to manage, but they do not expect to reach managerial positions in the same amount of time
Theory Used **(indicate if none)**	**Theory Name:** / **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	• Trends survey which gives a good overview of student expectations in the profession • The survey could be
Key citation from the article	"The males expected a higher starting salary, faster promotion, and a faster move into management than their female counterparts" (p. 240).

	"An almost equal percentage of males (53 %) and females (53.3%) reported that they would "frequently" like to counsel top management in their ideal job" (p. 241). "The results of this study support DeRosa and Wilcox's conclusion that female students are just as serious-minded and interested in management as male students are. Given the threat of encroachment and the number of females majoring in public relations, this is a positive finding. However, there are some troubling findings. First, the finding that females scored higher on the desire to perform several of the technical functions supports Toth and Grunig's dual-role findings. The females in this study were more likely to report that they wanted to "do it all" in their ideal job. The professional and personal costs of such an approach needs to be considered. Contrary to DeRosa &Wilcox's findings on salary, females. Contrary to DeRosa &Wilcox's findings on salary, females and males in this study did not expect similar starting salaries. The male students reported they expected a higher salary, to be promoted faster, and to move into management faster than their female counterparts" (p. 244).

Reference

Grunig, L. A. (1999). Implications of culture and gender for governmental public affairs. *Journal of Communication Management 3*(3), 248-259.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This study combines survey research with case study analysis to explore the implications of culture and gender for governmental public affairs. The database, developed for the IABC Research Foundation's Excellence project, establishes that participative culture is most conducive to effective public relations. Governmental agencies in the USA, Canada and the UK tend to be less participatory than two of the other three types of organisation studied: corporation and non-profit. Women in the agency analysed in greater depth, a state lottery, formed the majority of the public affairs staff, yet encountered the ubiquitous glass ceiling in their attempts to ascend front the technical to the managerial role. Public relations in general in governmental agencies exhibits remarkably more similarity than difference across organisational types and among the three countries studied. Any factor, such as authoritarian culture or gender discrimination, that limits the effectiveness of the communication function is particularly significant there, however, given the size and scope of governmental public affairs.
Keywords **(5-7)**	• Gender • Organisational culture • Public affairs • women
Key Highlights **(3-5 – be brief in the summary)**	• organisational culture is a top-down hierarchy • organisational culture depends on the gender of CEO • empowerment is needed to foster projects of public service further
Theory Used **(indicate if none)**	**Theory Name:** Excellence theory **Brief Theory Summary** • excellence theory will help women get to managerial positions • two-way symmetrical communication will be achieved when women get empowered because women have knowledge of two-way symmetrical communication
Application of Article to Practice **(3-5 – be brief in the summary)**	n/a
Key citation from the article	"Organisational culture is largely determined by the organisation's power elite — the group of senior managers alternatively referred to as the 'dominant coalition'. Theorists have embraced the concept of culture, in turn, as a key determinant of many organisational processes" (p. 249).

	"Organisational culture is a typically a top-down phenomenon, established by the founder of the organisation and maintained or modified by other senior executives. The 'Excellence' study found evidence of this important role for decision makers in the qualitative phase. For example, it was learned that the gender of the CEO may affect organisational culture" (p. 250). "Perhaps as a result, effective public relations departments, the 'Excellence' research found, foster the careers of their female staff. They help to empower women to become managers and implement their knowledge of two-way symmetrical communication. The growing proportion of women in this field suggests that the potential of any public relations department will be limited if the organisation discriminates against women. Discrimination, more subtle than overt in this decade, typically manifests itself in the glass ceiling or in relegating women to the technician's role" (p. 250). "The stakes are enormous, at least in some governmental agencies and in some types of public affairs practised there. If women working in these agencies are empowered to play a managerial role, and if their agencies' cultures were to become participatory enough to include them in decision making, they will be in a position to do what they do well: relating to and communicating with those of different countries, different cultures, different genders, different races and different ethnicities. At that point, public affairs could fulfil its significant charge" (p. 257).

Reference

Miller, K. S. (1999). Public Relations in Film and Fiction: 1930 to 1995. *Journal of Public Relations Research* 11(1), 3-28.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Poor Dave Randall. "He had ended up in what he privately considered a dump heap—public relations. Basically, Randall did not believe in public relations, although he tried hard to do so. There really was no need for it. ... " Such is the life of an information manager for a fictitious company portrayed in The Empire (p. 19). written in 1956. In a novel written 35 years later, former reporter Joe Winder also discovers what it is like to work in public relations (PR). Winder's job at a Florida amusement park could not match his old career in significance or purpose; rather, it "took absolutely nothing out of him, except his pride" (p. 28). Even the woman who spends steamy summer afternoons in a Robbie the Raccoon suit recognizes Joe's sorry situation. "My job's crummy," she tells him, "but you know what? I think your job is worse" (Native Tongue, p. 30).
Keywords **(5-7)**	• public relations • image • film • fiction • media • stereotypes
Key Highlights **(3-5 – be brief in the summary)**	• the negative portrayal of PR as a profession exists not just in the media but also in fiction and entertainment • there are some positive portrayals of PR professionals in the entertainment industry but these professionals also often have negative characteristics such as promiscuity or alcoholism
Theory Used **(indicate if none)**	**Theory Name:** n/a **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• the negative portrayal of PR as a profession in the popular culture (media, fiction, films) can have an impact on student recruitment and therefore on the profession as a whole
Key citation from the article	"Public relations (PR) scholars and practitioners have long indicated concern about the ways that people, especially journalists, perceive practitioners and PR. Although journalists like and respect many of the practitioners with whom they regularly work (Brody, 1984; Jeffers, 1977), they believe practitioners as a group lack credibility (Aronoff, 1975) and in fact often expect them to mislead reporters or to withhold information (Ryan & Martinson, 1994)" (p. 4). "Review of over 200 novels and films yielded 118 containing at least one PR character. A character was identified as a practitioner if (a) the character

	identified him- or herself as a press agent, publicist, counselor, or something similar; (b) other characters identified the character as such; or (c) the duties of their jobs entailed publicity, political campaigning, public opinion polling, and other tasks related to the practice of PR" (p. 5). "Positive portrayals of accomplished practitioners-professionals-are available, but they are far from prevalent. Antisocial characteristics such as alcohol abuse, promiscuity, and especially lying are connected with the practice of PR so regularly as to seem normal. Practitioners are usually depicted as skilled in the sense that they are effective, but they are also often cynical, greedy, isolated, unfulfilled, obsequious, manipulative, or intellectual lightweights. That people with such characteristics are good at what they do is hardly complimentary" (p. 23).

Reference

Grunig, L. A., & Toth, E. L., & Childers Hon, L. (2000). Feminist Values in Public Relations. *Journal of Public Relations Research* 12(1), 49-68.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This article explores the parallels between feminist values and the effective, ethical practice of public relations. It begins by establishing a link between feminine gender and feminist values, which include cooperation, respect, caring, nurturance, interconnection, justice, equity, honesty, sensitivity, perceptiveness, intuition, altruism, fairness, morality, and commitment. The article provides conceptual definitions for such central terms as gender, sex and sex roles, femininity and masculinity, feminists and feminism, and women. Throughout, the values associated with the feminine gender are juxtaposed with the norms of public relations practice. The goal is to help establish the field as a vital and ethical organizational function. The article concludes with the suggestion that teaching values is a critical precursor to teaching ethics along the way to incorporating feminist values into professional practice
Keywords **(5-7)**	• Feminist values • Ethical public relations • Teaching values • Ethics teaching • Feminine values
Key Highlights **(3-5– be brief in the summary)**	• Strong commitment to feminist and gender theory. • Recommendations to incorporate feminist sensitivity to the professional practice of public relations.
Theory Used **(indicate if none)**	**Theory Name:** Feminist theory **Brief Theory Summary** Explained in other entries •
Application of Article to Practice (3-5– **be brief in the summary)**	• Applied qualitative research in which the integration of feminist principles in companies or professional practices in the field of public relations is observed. • Evaluate the degree of integration of feminist values in companies or professional practices in the public relations sector.
Key citations from the article	"Further research to identify feminist values and their contributions to excellent public relations would require the explicit avowal of our multiple identities along with a reexamination of our choice of participants and our methods. We would begin with a hard look at our own understandings of race, class, sexuality, ethnicity, and gender as they influence our research questions and conclusions. We would have to assume that our own standpoints on research are value-laden in ways that influence those conclusions" (Gruning, Toth, Hon, 2012, p. 62). "Feminist values, accompanying the women surging into the field, may be the solution. We see these women initially as students in our classes—70

	to 80% of whom are women. Perhaps then the classroom is the ideal setting in which to consider the development of personal, feminist values that have implications for public relations practice. Such consideration would benefit all students and may be an important step toward realization of our aspirations for a practice that is truly professional, truly ethical, and truly effective" (Gruning, Toth, Hon, 2012, p. 63).

Reference

Childers Hon, L., & Brunner, B. (2000) Diversity Issues and Public Relations. *Journal of Public Relations Research* 12(4), 309-340.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Perceptions of diversity issues and implications for public relations were explored within the theoretical framework of organizational culture and requisite variety. Qualitative interviews with 28 practitioners and 5 executives revealed a continuum that ranged from organizations with no commitment to those with a fully integrated diversity strategy. Examples of effective diversity management illustrated the connection between diversity and the strategic management of public relations. We discuss the findings in relation to diversity integration and propose that a final stage not mentioned by participants—diversity as social responsibility—may represent the juncture where public relations and diversity are linked most meaningfully.
Keywords **(5-7)**	• Race • Diversity • Public relations
Key Highlights **(3-5 – be brief in the summary)**	• Diversity is becoming increasingly relevant for companies because they cannot ignore the changing structure of the workforce, e.g. buy 2055 or 2060 majority of the workforce will be of Latino, Black and Asian background • Embracing diversity presents an opportunity for public relations departments to make a meaningful contribution to the public and also to embrace the changing circumstances and not loose out on talent in the workforce
Theory Used **(indicate if none)**	**Theory Name:** / **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	"Interest in diversity issues has stemmed for the most part from changing demographics that suggest the United States and its workplace are becoming more heterogeneous and will continue to be so. Feagin (quoted in Arndorfer, 1996) pointed out that if current trends continue, "the United States will become a country where European Americans are a statistical minority by the middle of the 21st century. By 2055 or 2060, the majority of all people will be…Latino, Black, and Asian" (p. 6A). At the same time, two thirds of the increase in the labor force over the next decade will be women starting or returning to work (Castro, 1990). The implications for recruiting and hiring are obvious. Most organizations simply cannot afford

	to overlook women and people of color (Bruno, 1988; Graves, 1989; Mabry et al., 1990)" (p. 310).

Reference

Karadjov, C.; Yungwook, K., & Karavasilev, L. (2000). Models of public relations in Bulgaria and job satisfaction among its practitioners. *Public Relations Review* 26(2), 209-218.

Required Element	AB Entry
Country	Bulgaria
Author-provided abstract (indicate if none)	This study explored public relations practices and job satisfaction among Bulgarian public relations practitioners in the light of the four models of public relations: press agentry/ publicity, public information, two-way asymmetrical, and two way symmetrical in positive (real-life) and normative (ideal) settings. In addition, this study tested integral models of craft versus professional public relations. The findings suggest that Bulgarian practitioners are dealing with both craft and professional models in their daily business, but aspire to revert only to the professional model. Study offers implications of job satisfaction and current practices on the future of public relations in Bulgaria.
Keywords **(5-7)**	• public relations practices and job satisfaction among Bulgarian public relations practitioners • positive public relations models, normative public relations models and job satisfaction items
Key Highlights **(3-5 – be brief in the summary)**	• Situation analysis - Public relations in Bulgaria is still regarded as an excess rather than a communication must. Quite often big organizations do not seek local practitioners for the job. • The study applies previous research on other countries to the Bulgarian situation • Use of well-established four public relations models to identify public relations practices and job satisfaction among Bulgarian public relations practitioners, mostly in a descriptive way. • Of the surveyed practitioners, 70 (68.6%) were women, and 32 (31.4%) were men. In the positive model setting (what practitioners are actually doing), the press agentry/publicity model and the two-way asymmetrical model showed higher means than did the public information model and the two-way symmetrical model. The item in the press agentry, "In public relations, we mostly attempt to get favourable publicity into the media and to keep unfavourable publicity out," indicated a comparatively high score. This outcome suggests that most Bulgarian practitioners are trying to manipulate the dissemination of true information as a major public relations strategy. Bulgarian public relations practitioners see their relations with journalists as a game of hide-and-seek. The two-way asymmetrical model showed a higher average score than did the symmetrical model, which shows that practitioners see their jobs as predominantly leaning to the one-way effect. • The profession of public relations in Bulgaria is not well-separated from advertising and marketing
Theory Used **(indicate if none)**	**Theory Name:** • models of public relations: press agentry/ publicity, public information, two-way asymmetrical and two way symmetrical

	• Craft public relations models (press agentry/public information) vs professional public relations models (two-way asymmetrical/two-way symmetrical) • public relations models and job satisfaction **Brief Theory Summary** • Already explained in other entries
Application of Article to Practice **(3-5 – be brief in the summary)**	• Professional public relations has to be the actual model for the development of public relations in Bulgaria. Bulgarian public relations practice needs strong efforts to close the gap between actual and ideal models
Key citations from the article	"Public relations was considered one of those "awkward terms in English that defied exact translation, and sounded funny and foreign." And no wonder, until 1989–1990 there was no obvious need and no freedom at all to practice public relations. The progress in the freedom of expression has been truly amazing in recent years, and one of the manifestations of this freedom was the stimulated growth of public relations as a professional occupation" (p. 210). "Because structures of civil society are "under construction," and do not seem influential enough to support a full-scale dialogue between different social groups, interests, and publics, there is still not much impetus for developing professional public relations outside large companies; government institutions; and to a lesser degree, nonprofit organizations. As Borodinov aptly put it, "there has been little need for public relations in a society deprived for a half-century of real publics" (p. 211). "Bulgarian practitioners are relying on both press agentry/ publicity and the two-way asymmetrical models. Ideally, they aspire to practice only the two-way asymmetrical and the two-way symmetrical models. Bulgarian practitioners seem to be trying to manipulate the dissemination of information and its influence on publics. They attempt to get favourable publicity into the media, and not surprisingly, do not want to share unfavourable information about their organizations with the media. That is why disseminating true information seems difficult to Bulgarian practitioners. The public information and two-way symmetrical models showed relatively low scores. And in the two-way asymmetrical and symmetrical models, items related to conducting surveys and research in general also showed low scores. This indicates that even though Bulgarian practitioners think they are practising at least one of the two-way models (asymmetrical or symmetrical), they are not using the actual skills and strategies that are implied in these models. As a normative model, press agentry/publicity showed a somewhat higher score than the public information model. Bulgarian practitioners are not familiar with professional public relations strategies and skills, even though they desire professional public relations. Bulgarian practitioners should rid themselves of this obvious confusion over media relations and discard the overemphasis on contacts with the press as a limitation to the development of their professional skills. Bulgarian practitioners need a supervisory organization that will lead them to a pervasive and strong ethical standard.

	This organization could develop a code of professional standards, such as that written by the Public Relations Society of America. Education related to public relations professionalism has to be improved" (p. 215 - 216).

Reference

Straughan, D. (2001). Women's work: public relations efforts of the US Children's Bureau to reduce infant and maternal mortality, 1912–1921. *Public Relations Review* 27(3), 337-351.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This article traces the efforts of the US Children's Bureau to reduce infant and maternal mortality, primarily through education. The Bureau developed and carried out a carefully conceived public relations campaign that spanned nearly 10 years, from 1912, when the Bureau was formed, to 1921, when the Sheppard-Towner Act was passed by Congress. The Act was the first piece of social welfare legislation passed by Congress. The Bureau's public relations campaign was notable for its use of innovative tactics designed to increase public awareness of the problems of infant and maternal mortality and gain support for passage of legislation to address the problems. This article proposes that it was this campaign that galvanized public support for federal legislation, particularly among women. The campaign also was important because it was conceived and carried out almost entirely by women at a time when public relations as a field had not been formally defined
Keywords **(5-7)**	• Public relations campaign as innovative tactics design to increase public awareness • Maternity and Infancy Act • Sheppard-Towner bill • Educational campaign
Key Highlights **(3-5 – be brief in the summary)**	• Inputs: research/a series of eight field studies, primarily in rural areas of the country (US), base: socioeconomic roots of the infant + extensive analysis of data and informal analysis of 125,000 letters per a year, mostly from poor mothers asking for information about the care of infants and related topics; interviews with 24,000 mothers over the years and had been refused interviews by only 14 women • More than one-quarter of a million babies under the age of one die each year in the United States; more than 20,000 mothers die each year from complications of childbirth or lack of postpartum care; most of these deaths could be prevented through education and the provision of adequate health care. • Communication strategy was created, key messages and communication activities and channels - targeted campaigns, birth registration effort, series of pamphlets (the best-selling pamphlets of the Government Printing Office in the early 1900s.), exhibits and special events like National Baby Week campaigns, conferences, publicity in mass media, accent of women's magazines, call to action, signature collecting, letters, telegrams and personal visits to members of the Congress. Those activities raised awareness of the issue of infant mortality and established the Children's Bureau as the leading authority on maternal and infant welfare. They also helped create a demand for more health care • The Sheppard-Towner bill represented an opportunity for women to assert their will.
Theory Used **(indicate if none)**	**Theory Name:** • Kelley's model for social reform • The older techniques of press agentry and publicity

	• Innovative use of social science research **Brief Theory Summary** n/a
Application of Article to Practice (3-5 **– be brief in the summary)**	• As showcase: The campaign's stated goal was to save the lives of at least 100,000 children under the age of five and "to make life safer for all children". The Bureau received money from President Wilson's wartime emergency fund to expand its promotional efforts to reduce infant and maternal mortality. Literature distribution, the sponsorship of children's health conferences and participation in speaking engagements to a variety of organizations were carried out during that year. • With the planned communication campaign, based on field studies and extensive research, results cannot be missed
Key citations from the article	"Through an examination of Children's Bureau files, Congressional testimony about the bill, and an assessment of media coverage of the bill and the issue of infant and maternal mortality, this paper will trace the public relations activities of the Children's Bureau from its inception in 1912 to the passage of the Sheppard-Towner Act in 1921. Even though it would be some years before Edward Bernays would first articulate a framework for viewing public relations as an organized process that utilized social science techniques, the Bureau developed a carefully conceived plan to raise public awareness of the problems of infant and maternal mortality and gain public support for federal legislation to help reduce their rates. Furthermore, the campaign was based on both formal and informal research methods. Not only would the results of the agency's campaign mark the passage of the first piece of social welfare legislation, but it is notable also because it was conceived and carried out almost entirely by women" (p. 338). "Although women's magazines strongly supported the passage of the Sheppard-Towner bill, the mostly male professional medical community was against its passage. Its most vocal opponent was the American Medical Association. Their main objections to the bill, voiced in the organization's publication, Journal of the American Medical Association, were that the bill was economically unsound and that health care for mothers and children was a responsibility of the states and localities, not the federal government [38]. The Journal also stated that the problem should be addressed as a medical one, not a social and economic one. Although the AMA vehemently opposed the Sheppard-Towner bill, the Medical Women's National Association supported it" (p. 343). "A significant factor in the final passage of the Sheppard-Towner bill was a coalition of women's groups first organized in 1919 to pressure Congress to pass legislation. Seizing upon the widespread publicity the Children's Year campaign had received, the group hoped to take advantage of increased public awareness of the issue of infant and maternal mortality. Originally comprised of 10 organizations, the group swelled to 20 organizations by the end of 1921 and included the General Federation of Women's Clubs, the National League of Women Voters and the American Child Hygiene Association" (p. 344).

Reference

Gower, K. K. (2001). Rediscovering women in public relations: Women in the Public Relations Journal, 1945-1972. *Journalism History* 27(1), 14-21.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Historical studies of women in public relations and their contributions to the field have been rare. Yet, an understanding of women's contributions is important, especially in light of their growing dominance in the profession. This article begins the process of rediscovering women in public relations by examining the Public Relations Journal for the presence of women from 1945, when the journal began, through 1972, when the Public Relations Society of America elected its first female chair. The author argues that women were initially accepted into the profession because public relations was a new field with few barriers to entry. As the profession matured, it became more male-dominated despite a growing number of women.
Keywords **(5-7)**	• Women • Public relations • Public Relations Journal
Key Highlights **(3-5 – be brief in the summary)**	• Historical accounts of women working in public relations and their contribution to the industry are hardly present in academic work • The study examined the position of women in the Public Relations Journal to establish to what extent were women present in the journal and to what extent journal published works about women
Theory Used **(indicate if none)**	**Theory Name:** / **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	/

Reference

Grunig, J. E. (2001). The Role of Public Relations in Management And Its Contribution to Organizational and Societal Effectiveness. Speech delivered in Taipei, Taiwan, May 12, 2001. Retrieved from: https://instituteforpr.org/wp-content/uploads/2001_PRManagement.pdf

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Public relations • Excellence theory • Social effectiveness • Organisational effectiveness
Key Highlights **(3-5 – be brief in the summary)**	• Public relations is becoming a profession and a management function • The fact PR is becoming a management function presents a shift from technical communication function because PR practitioners are becoming strategic counsellors, and this means that PR as a profession is moving away from media and publicity only
Theory Used **(indicate if none)**	**Theory Name:** / **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	"I have observed public relations practice around the world as a scholarly researcher for over 35 years. In general, I believe five trends are occurring. First, public relations is becoming a profession with a scholarly body of knowledge. Second, public relations is becoming a management function rather than only a technical communication function. Third, public relations practitioners are becoming strategic counsellors who are less preoccupied with publicity in the mass media than their predecessors. Fourth, public relations has moved from a profession practised only by white males to a profession with a female majority and with practitioners of many racial and ethnic backgrounds. Finally, I believe that almost all public relations practice today is global rather than confined to the borders of only one company" (p. 1).

Reference

Grunig, L.; Toth, E., & Hon, L. (2001). *Women in PR: How Gender Influences Practice.* New York: The Guildford Press.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none) **CONTENT OF THE BOOK**	**In Chapter 1** authors explore PRSA's Statement on Equality of Opportunity in Public Relations and, as a conclusion to our first chapter, they also work toward an understanding of gender and sex roles in the United States. In this introductory chapter, readers will learn a great deal about the problem of sexism in the United States. **Chapter 2** introduces a definition of feminism and several feminist perspectives- Marxist, liberal, and radical-that have developed in response to gender bias. It helps readers understand the issues surrounding the feminization of public relations. These concerns include declining compensation and limited advancement for women in most professional careers, focusing of course on public relations. Here authors contrast women's actual salaries with their salary expectations. They learn that the salary gap persists across occupations and over time and explore the broader picture of occupational segregation, integration, and ghettoization, including changes in the labour market, in demographics, and in occupational rewards. Here, too, they explain the "feminist fallacy," or the gap between modern women's expectations and the realities they may encounter in the workplace. This chapter includes a discussion of the typical denial of gender bias in public relations. It concludes with a discussion of why the feminist fallacy and denial of sexism persist. **Chapter 3** compares the status of women in public relations with the status of women in other professions and near-professions. Authors look specifically at women in medicine, law, biology, higher education, scholarly publishing, trade and professional associations, and government and politics. They explore the similarities and differences between women in these white collar fields with their counterparts in blue-collar or pink-collar work. **Chapter 4** focuses on the concepts of management and entrepreneurship. Power, powerlessness, and empowerment are central to this discussion. In **Chapter 5**, authors discuss the promise of diversity for public relations. This chapter explores the question of multicultural inclusivity, in particular, juxtaposing the arguments of its proponents with the dire predictions of its detractors. **Chapter 6**, also compares the situation for women - this time between women of the dominant culture and those who are part of ethnic and racial minority groups. It highlights the roles and functions of three minority groups within public relations practice: Asian Americans, Hispanic Americans, and African Americans.

	Chapter 7 is also concerned with comparisons and contrasts. It describes how the growing number of women who work outside the home may affect the prestige of the fields in which they labour. Authors describe three especially problematic areas here: the credibility or prestige of the field; encroachment on its management, in particular, by men in other fields; and the sublimation of the functional area to another, related function. All three issues are paramount concerns in public relations as it moves from a male to a female majority. **Chapter 8**, the first to present authors research results, exposes the discrepancy between men's and women's salaries. Authors explain the pay gap through factors such as age, experience, type of organization, public relations role, and-yes-discrimination. **Chapter 9** describes public relations roles as predictors of salary and of advancement. It establishes the discrepancy between numbers and power. **Chapter 10** presents findings related to additional issues encompassed by the glass ceiling: hiring, promotion, notions of career success, organizational climate, job satisfaction, mentoring and networking, sexual harassment, and flexibility in the workplace. In **Chapter 11**, authors attempt to explain the discrepancies they found between their female and male respondents over the 5-year period of the glass ceiling research. Their explanations for gender inequality at work include masculine value systems, women's exclusion from social and informational networks, women's timidity about salary negotiation, a dearth of female role models and mentors, faulty college curricula, socialization, negative attitudes among senior managers, the balancing act between office and home, stereotypes, tokenism, women's lack of self-esteem, sexual harassment and "lookism," ageism, marketplace factors, and the marginalization of public relations as an organizational function. The next two chapters explore the implications of these research findings along with some solutions for helping overcome gender bias. **Chapter 12**, on liberal feminist strategies, explains "buying into" and working the system. These strategies include impression management, finding the right place to work, attracting men back into public relations, learning how to fight for salaries, women networking with men, gaining access to management decision making, denying the existence of discrimination, and making hard choices. It also promotes developing the skills and knowledge women need for public relations, for demonstrating professionalism, and for empowering themselves. **Chapter 13**, on radical feminist strategies, works more at the societal and organizational levels than at the individual level. Here authors (admittedly ambitious) recommendations begin with raising levels of awareness about sexism, electing women to high government posts, passing federal legislation that supports working parents, outlawing sexual harassment, recouping losses in affirmative action, mandating equal representation of women in government and organizations supported by government, eradicating sexism in education, breaking down gender stereotypes, and redefining feminism. Organizational-level changes would establish family-friendly policies; devise alternative career paths; rethink the masculine

	ethic and value the feminine; and make criteria for recruitment, hiring, retention, and promotion fairer. The transformation of public relations as elaborated in this chapter includes addressing the marginalization of the function and devising strategies for overcoming the problem, reassessing the mission of undergraduate education, incorporating women's perspectives into the curriculum, encouraging women to get advanced degrees, and women and men working together toward a politics of affiliation. Authors final thoughts, contained in **Chapter 14**, contrast women's oppression in public relations with their agency: women's ability to be effective in this critically important field. The chapter concludes with the directions authors propose for further research on women and public relations: sexual harassment, globalization, and new communication technologies. The Appendix ends the book with a detailed look at how we conducted the glass ceiling studies.
Keywords **(5-7)**	• Women's experience in contemporary public relations • Gender-related issues, sex discrimination, sex role in the work environment • Female managers and entrepreneur's challenges • Ethnic minority professionals • Salary gap • Glass ceiling
Key Highlights **(3-5 – be brief in the summary)**	• This book integrates the theoretical literature of public relations and gender with the findings of the largest study to date on women in public relations. Its unique focus is on the large data set of responses to a host of questions from about 2000 public relations professionals from across the country. The two-stage study, funded by the Public Relations Society of America (PRSA) included a mail survey and focus groups of both male and female practitioners who manage public relations programs. • The extensive personal interviews reported in this book provides a forum for women to speak for themselves. • Analysing the field of public relations from a feminist standpoint results in two main conclusions. First, no existing textbook focuses on women in public relations-a curious gap in the literature, considering that there are books on women in other communication industries such as television; film, broadcast news, and print journalism. Second, students relying on existing texts and contemporary coursework in public relations come away ill-equipped to understand the relationship between the feminization of the field and their own chances for a successful, rewarding career in public relations. • Authors consider this book, written for their legions of students in public relations and for young professionals in search of resources for their career advancement, a "text" rather than a "textbook." What's the distinction? Textbooks usually are written for didactic purposes. As a result, they are rarely "discussable." By contrast, the authors see this text as eminently discussable. The ideas, values, issues, and data presented here are rich in complexity and ambiguity. • With more than 750 references ranging from the literature of communication studies, psychology, sociology, public relations, and management, the authors have brought together with a substantial body of research on the topic of women in public relations.

	• The authors review the literature on women in management and entrepreneurship and examine parallels between the experiences of women in public relations and women workers in other fields as diverse as law, veterinary medicine and espionage. (The authors quote a study indicating that while 40% of the workforce of the Central Intelligence Agency is composed of women, they occupy only 9% of career-making positions.) • Women have the potential to change not only their organizations but the larger society and even the world because of their perceived preference for more negotiation and less domination. In the final chapter, where globalization is discussed, the authors suggest that "customers, suppliers, and competitors of the United States-based organization are more heterogeneous than ever before. So what some consider women's 'natural' talents as communicators, integrators of information, negotiators, educators and even healers should be increasingly valued "(p. 357). • This book serves a very useful purpose in drawing attention to how women have participated in the field of public relations. Through their in-depth interviews and focus-group studies, the authors have given many individual women a voice in articulating their experiences in this occupation.
Theory Used **(indicate if none)**	**Theory Name:** • feminism and several feminist perspectives - Marxist, liberal feminist strategies and radical feminist strategies; **Brief Theory Summary** • already explained in other entries • Is public relations more of a "velvet ghetto" for women than are other fields? • How does gender affect salary in public relations? • What is the relationship between gender and the glass ceiling? • What factors contribute to sexual discrimination in public relations? • How do women experience the fallout of discrimination in public relation? • How are men in the field affected by discrimination against women? What solutions do the literature, the surveys and the group of individual interviews suggest for overcoming gender bias?
Application of Article to Practice **(3-5 – be brief in the summary)**	• n/a
Key citations from the article	"Many different roles have been described by people who practice public relations. As we will see in greater detail in Chapter 9, these sets of activities reasonably can be reduced to a two-part typology, that of the technician and the manager. We acknowledge, of course, that such a binary opposition is inherently false because, as Rakow (1989) pointed out years ago, this dichotomy tends to "homogenize and flatten" the work that public relations people do. Culbertson (1991), too, suggested taking apart the

	concept of roles categories. Likewise, we do not mean to imply that everyone in public relations should aspire to the managerial role. We understand that many practitioners are deeply attached to their craft" (p. 183, 184). "The dominant coalition is the group of senior managers who control the organization. They set goals and decide how those goals will be realized (Robbins, 1987). Broom and Dozier (1985) argued that the inclusion of public relations in the dominant coalition is one of the most important measures of professional growth in our field. J. Grunig and Hunt (1984) went further, in asserting that there is little justification for any practice of public relations unless practitioners are involved with the dominant coalition. There is a good reason to support their argument. The IABC Excellence project (J. Grunig et al., 1991; Dozier, L. Grunig, &J. Grunig, 1995) determined that the most effective organizations in their international sample include the senior public relations executive as a member of the company's senior management team. Further, those outstanding organizations take steps to foster the careers of their female employees, especially female executives-thus making maximum use of all their human resources. Without the support of the organization's power elite, public relations as a function is unlikely to be at the table when key decisions are being made. If not at the decision table, public relations is limited to the role of explaining and justifying others' decisions (Broom & Dozier, 1985). Without the support of the dominant coalition, too, a woman is unlikely to head the public relations department-even if only female practitioners staff that department. Gender undoubtedly plays an important role in determining who joins the dominant coalition, as we will go on to demonstrate" (p. 186-187).

Reference

Motion, J. (2001). Personal public relations: The interdisciplinary pitfalls and innovative possibilities of identity work. *Journal of Communication Management* 5(1), 34-41.

Required Element	AB Entry
Country	New Zealand
Author-provided abstract (indicate if none)	This paper examines the processes used to create and communicate the public identities of New Zealand women politicians. Interviews conducted with women politicians and their public relations practitioners are drawn upon in order to develop a public relations framework for working with individuals. The framework is developed from Foucault's work on technologies of the self and comprises six technologies of the self: historical narration, positioning, commodification, mediatisation, aestheticisation, and moral career.
Keywords **(5-7)**	• personal public relations, women, politicians • historical narration, positioning, commodification, mediatisation, aesthetics, morality
Key Highlights **(3-5 – be brief in the summary)**	• Contribution to an understudied area of communication -theoretical and empirical analysis of the public relations strategies and techniques of women politicians • This paper explores how women politicians could use public relations techniques to constitute themselves as politicians, rather than allow themselves to be constituted as gendered subjects by others. • The moral code that guides personal public relations for women politicians was discussed, with the aim of uncovering the rules and values that guide politicians in order to understand why they present themselves in a particular manner • Oral history testimonies of New Zealand women politicians, in both local and central government, were examined in order to analyse their experiences critically and move beyond the sexual difference focus of scholarship on women in politics, but also to to generate alternative ways of thinking about women in politics (sample: 19 women Members of Parliament (MP), ten women mayors and ten public relations practitioners) • Development of a theoretical framework for the analysis of personal identity work; • The relationship between morality, truth, authenticity and personal public relations within a new framework consisting of six technologies of the self which signify the transformations individuals may need to make in order to create and maintain a public identity. • The five archetypes that were extrapolated from the women's testimonies were all distinctly gendered: Joan of Arc, Dutiful Daughter, Manifest Destiny, the Reluctant Bride and Lady Bountiful.
Theory Used **(indicate if none)**	**Theory Name:** • Foucauldian theory • Combination of thematic and discourse analysis (Fairclough) techniques were used (interview analysis); Critical discourse theory; **Brief Theory Summary**

	• Foucault had originally conceptualised individuals as subjects constituted in discourse, but in his later work he began to examine the technologies through which individuals constituted and transformed themselves. • Discourse, according to Fairclough, `is a practice not just of representing the world, but of signifying the world, constituting and constructing the world in meaning
Application of Article to Practice (3-5 – **be brief in the summary)**	• The introduction of post-structuralist theory, in particular, the work of Michel Foucault, into public relations scholarship provided a radical reconceptualisation of personal public relations work. • The notion of identity was examined in the light of work on self-constitution, and, as a consequence, personal public relations work was theorised as a process in which individuals actively participate rather than as a process which is imposed on them. Thus, the agency is repositioned as a necessary and, indeed, acceptable part of personal public relations work. Personal public relations was presented as a collaborative effort of practitioners, individuals and the media and may be referred to as `coterie communication'. The analysis revealed that the role of public relations practitioners was not just providing advice, but also actively constituting the public persona and political platforms.
Key citations from the article	"Nietzsche: how is it that, in our societies, ``the truth'' has been given this value, thus placing us under its thrall? Public relations practitioners have, in fact, been accused of not being attached to the truth. Moreover, the relationship between truth and authenticity is a relevant yet ill-defined issue for personal public relations work" (p. 33). "Gender can be employed by women as a justification, as a reason, for entering politics" (p. 34). "Having identified a gap in the literature surrounding public relations for individuals, a framework and a theory for public identity work was constructed. This project was linked to an analysis of the practical problems of how women can present themselves as politicians. In articulating public relations along these lines, the paper provides a theory for personal public relations work, conceptualised in terms of technologies of the self, and presented as a framework to guide public relations practitioners in such work. The technologies of the self-theory comprises a framework of six technologies which may be used to construct or deconstruct public identity. The framework highlights key issues in personal public relations: how to account for the historical background of individuals; how to position the subject; how to commodify or brand identity; what sort of identities or versions of the individual to mediatise; how to transform and present the self aesthetically; how to project the self as moral; and how to maintain a desired public reputation" (p. 37). "Gendered positioning is not necessarily a problem. Although the paper set out to explore how women politicians could use public relations techniques to constitute themselves as politicians, rather than allow themselves to be constituted as gendered subjects, the analysis demonstrated that women politicians deliberately constitute themselves as gendered political subjects. In particular, women use the notion of gender difference to construct women as the moral politicians. Thus gender is not only a stigmata, it may also be used to construct new discourses and advantageous public positions. Personal public relations work may thus be repositioned as a fundamentally relevant area of study for public relations theory and praxis" (p. 40).

Reference

Aldoory, L., & Toth, E. (2002). Gender discrepancies in a gendered profession: A developing theory for public relations. *Journal of Public Relations Research 14*(2), 103-126.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This article illustrates through literature and original research a beginning theory that explains the enduring gender discrepancies in what has become a gendered field, that of public relations. A survey of public relations practitioners reveals statistically significant gender differences in hiring perceptions, salary and salary perceptions, and promotions. These data support several previous studies that have shown over time gender discrepancies in hiring, salaries, and promotions. Using theory drawn from other fields as well as original data from a series of focus groups, authors construct concepts and theoretical propositions to help explain why there are still gender differences in a field that is made up predominantly of women.
Keywords **(5-7)**	• Gender discrepancies • Salary • Hiring • Promotion • Explaining factors (theory building)
Key Highlights **(3-5 – be brief in the summary)**	• Female respondents earned less than male respondents, even after controlling for age, level of education, job interruptions and years of experience • Women were more likely hired for technical positions • Female respondents agreed significantly more than women lower salaries for doing comparable work • The liberal feminist approach did not work in PR (no equality between men and women by increasing the number of female practitioners). • Women are hired more in PR because of technical skills in their education (no managerial subjects). • Women earn less than men (but depends on age, experience, type of organisation and role). • Women are more likely to be found in technical roles.
Theory Used **(indicate if none)**	**Theory Name:** Three main perspectives: human capital, gender segregation and system model, organizational and social models **Brief Theory Summary** • Human capital: women have less capital than men; capital = education, years of experience, professional development opportunities. – Question: is there equal capital for males and females? • Sex segregation – systems perspective: women are allowed in the PR sector because of lower status, less lucrative jobs, based on stereotypes • Organizational and social models: disparities in structural demands of organizations and society, for instance 'glass ceiling' such as household responsibilities, working conditions and on-the-job training – example: women miss important conversations because they leave work earlier, making less chance to make promotion **Theory building article:**

	- hiring: 3 factors/explanations: (1) no problem because more women are entering PR profession; (2) men are privileged because of overrepresentation of women; (3) clients want male representatives (male clients want to see male PR practitioners) - salary: 7 factors/explanations: (1) skills differential, men have better negotiation tactics; (2) socialization, women are expected to behave less aggressive; (3) discrimination and sexism, men don't think women do comparable work; (4) work-family balance, women are major care givers limiting their options for better pay; (5) recruitment and retention efforts (because of the lack of gender balance, men are privileged); (6) historical disparity (earlier pay of women as reference); (7) no gender discrepancies (stated by men) - promotion: 8 factors/explanations: (1) socialization (men act as managers, women do not state quickly they earn promotion, older men with 'women as housewives'- perspective); (2) sex discrimination and sexism (man's world, good ol' boys network – women are not invited to play golf); (3) unrealistic expectations of work-family balance: socializing occur after work, doing late hours is necessary; (4) biological determinism: men are able to make decisions more quickly; (5) skills differential: men are better in making their efforts visible; (6) gender balance, men managerial positions in predominantly female profession; (7) type of organization; (8) no problem.
Application of Article to Practice (3-5 **– be brief in the summary)**	• women should be more assertive (invest in negotiation skills) both for salary and promotion • women should make clear they do comparable work as men • women should make more clear what they do as work (more visibility)
Key citations from the article (with pages)	"There have been several assumptions reported as to why so many women were being hired into public relations. Donato (1990) summarized these assumptions into the following: affirmative action requirements; the gender specific demand for women; women as a "better buy," referring to the surplus of women; new women publics for which there was a commercial value; female-intensive industries; fields offering flexible hours and fewer sexual barriers; a gender ideology that favored women's social skills over men's; and women's attraction to public relations because it gave women better opportunities than they had in other occupations" (p. 105). "In terms of actual salary levels, the survey found that female respondents make significantly less annual income than male respondents. More importantly, when years of experience, job interruptions, age, and education level were accounted for, gender still made a significant impact on the salary difference" (p. 122). "The outcome has been that public relations becomes discussed as a field with "toomanywomen," as if they contribute only so much ability to the public relations field. Hence, there is the cry for "more men," as if only they can bring missing elements to the public relations practice. Certainly, men bring valuable perspectives to public relations, but the societal position that men are more valued than women devalues public relations women, and devalues the field as a whole" (p. 125).

Reference

Choi, Y., & Childers Hon, L. (2002). The Influence of Gender Composition in Powerful Positions on Public Relations Practitioners' Gender-Related Perceptions. *Journal of Public Relations Research* 14(3), 229–263.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This article examines the way women's proportional representation in powerful positions affects practitioners' perceptions of gender differences and evaluation relative to success. This study investigated 2 types of organizations defined by women's proportional representation in powerful positions: male-dominated and gender-integrated. A mail survey was administered among members of the Public Relations Society of America (PRSA). Female respondents perceived larger gender differences and evaluated men more favorably relative to success than male respondents. In particular, female and male respondents in male-dominated organizations were more likely to evaluate men favorably relative to success than practitioners in gender-integrated organizations. Members of the Arthur W. Page Society, who hold executive positions in public relations, also were surveyed to determine whether any difference exists in evaluating their subordinates' performance depending on the gender ratio in powerful positions. Arthur Page respondents in gender-integrated organizations were more likely to evaluate their female subordinates favorably relative to success than those in male-dominated organizations. Results indicate that numerical balancing of women and men affects top communicators' evaluations of female practitioners and decreases income inequity between female and male practitioners. Yet, this study found that a gender balance in powerful positions was not enough to change women's gender-related perceptions. The researchers suggest that in addition to increasing the number of women in power positions, changes in organizational value systems related to gender also must occur before equity for women in public relations is realized.
Keywords **(5-7)**	• Women • Public relations • Organisations • Masculinity • equality
Key Highlights **(3-5 – be brief in the summary)**	• Pay gap still exists among female public relations practitioners • Organisations with female management demonstrate more equality in pay and opportunities than organisations with all-male management
Theory Used **(indicate if none)**	**Theory Name:** Gender theory and social identity approach **Brief Theory Summary** • "Sociopsychological perspectives on identity provide a starting point for understanding the concepts studied herein. Identity represents "the location of an individual in social space" (Gecas, Thomas, & Weigert, 1973, p. 477) and can be divided further into "personal identity" and

	"social identity". A personal identity encompasses idiosyncratic characteristics, such as physical and psychological characteristics and personal tastes, and a social identity includes salient group classifications, such as gender, race, nationality, political affiliation, and religion (Ashforth & Mael, 1989; Turner, 1982). The most frequently cited definition of social identity is "the individual's knowledge that he [sic] belongs to certain social groups together with some emotional and value significance to him [sic] of the group membership" (Tajfel, 1972, cited in Turner, 1982, p. 18). A social group has been defined as "two or more individuals who share a common social identification of themselves [in an organization] or,…perceive themselves to be members of the same social category in an organization" (Turner, 1982, p. 15). Individuals get a sense of affiliation to a particular social group and enact their role as a member of the group through social identification. Members of a social group continuously compare their group to another and distinguish in-group members from out-group members (Tajfel, 1982). Commonly the differences between in-group members and out-group members are exaggerated along salient social categories such as gender or race and in-group members describe the characteristics of out-group members in a stereotypical way (Turner). Through making strong ties to in-group members and comparisons with out-group members, individuals redefine themselves and shape their relations with others" (p. 231-232). • "In other words, gender is constructed institutionally so that people internalize the belief that women and men are supposed to behave differently and show different abilities in everything from family care to workplace activities even if no biological explanations are found for these differences" (p. 231-232).
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	"This study's findings suggest that income inequity and unfavorable evaluations of female practitioners are mitigated by the presence of more women in top management in some organizations. These results imply that a gender balance in powerful positions has positive effects on the work performance, career growth, and confidence of female practitioners, as well as indicate a more supportive environment for women" (p. 258).

Reference

Wrigley, B. J. (2002). Glass Ceiling? What Glass Ceiling? A Qualitative Study of How Women View the Glass Ceiling in Public Relations and Communications Management. *Journal of Public Relations Research* 14(1), 27–55.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	The glass ceiling persists for women in public relations and communications management, despite increasing feminization of these fields. This qualitative study seeks to identify factors that support and perpetuate the problem of the glass ceiling for women in public relations and corporate communications management. In-depth interviews and focus groups were used to allow 27 women to give their views on the glass ceiling. I suggest a new theoretical concept, negotiated resignation, for explaining the psychological process by which women come to terms with the glass ceiling. Study participants identified five factors contributing to the glass ceiling, as well as a number of strategies women can use to overcome the glass ceiling. I examine the findings from both a radical feminist and liberal feminist perspective. Recommendations for educators, students, and practitioners are included in this study, as are some comments from the 27 women who worked as managers in both agency and corporate environments.
Keywords **(5-7)**	• Women • Public relations • Feminism • Glass ceiling • Compensatory feminism
Key Highlights **(3-5 – be brief in the summary)**	• The glass ceiling is still present in public relations • Women working in public relations recognize discrimination and the glass ceiling, however, they do not want to identify as feminists
Theory Used **(indicate if none)**	**Theory Name:** Feminism (glass ceiling) **Brief Theory Summary** • Lack of ability of women to progress in their careers, particularly into managerial positions due to invisible or articicial obstacles
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	"The Department of Labor (1991) defined the glass ceiling as, … those artificial barriers based on attitudinal or organizational bias that prevent qualified individuals from advancing upward in their organization into management-level positions (p. 1)" (p. 28).

	"Public relations scholar L. A. Grunig (1995) referred to this phenomenon of spotlighting token women as *compensatory feminism* (p. 11). Those who have not made it to the boardroom just yet can take comfort from the stories of those who have. In short, such success stories should make women feel better about their status, or lack of it. L. A. Grunig contends this type of research seems largely designed to compensate for the absence of women, a phenomenon that was seldom questioned before research in gender issues came along (L. A. Grunig, p. 11). "For example, a 300% increase sounds very big, but a 300% increase in the number of women CEO's of major companies is in fact not a very big jump—it means there would be three instead of one" (Dataline [Online], 1992)" (p. 29, emphasis in the original). "Women's continuing reluctance to wear the feminist label could be the fault of feminists themselves, if they have allowed mass media to appropriate their agenda and ideology. The popular press has portrayed feminism today to be in disarray, with many women disavowing their ties to feminism because they believe it is too fractious or not reflective of women's experience today. What might happen to feminism if the debate were termed healthy instead of divisive? Feminist is often a loaded, negative, and "squishy" term. As L. A. Grunig, Toth, and Hon (1999) suggest in an essay on feminist values in the field of public relations, the inability to define feminist is both a blessing and a challenge" (p. 40).

Reference

Holtzhausen, D. R., & Voto, R. (2002). Resistance From the Margins: The Postmodern Public Relations Practitioner as Organizational Activist. *Journal of Public Relations Research* 14(1), 57–84.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	A postmodern view of public relations practice holds that practitioners will act as organizational activists. This article examines the discourse of 16 public relations practitioners to determine whether they exhibited postmodern behavior that translates into organizational activism. Practitioners displayed organizational activism through situational ethical decision making, a desire for change, the use of biopower to resist dominant power, a concern for employee representation, and the practice of dissensus, to mention but a few. This study confirms the emancipatory potential of public relations and challenges the domination of modernist perspectives in public relations.
Keywords **(5-7)**	• Public relations • A postmodernist approach to public relations • Excellence theory • Activism
Key Highlights **(3-5 – be brief in the summary)**	• Postmodern perspective is neglected in public relations scholarship • Majority of public relations theory is developed based on a modernist understanding of organisations, founded in the Excellence theory of public relations • The modernist approach is dominant in North America and the majority of Western countries
Theory Used **(indicate if none)**	**Theory Name:** Postmodernism **Brief Theory Summary** • "Contrary to the modernist endeavor, which "sought universal explanations that could approach…the status of natural laws" (Hatch, 1997, p. 44), postmodernism represents a broad theoretical approach and postmodern philosophers and theorists stress that there is no central postmodern theory. In response to the modernist emphasis on single, dominant theoretical perspectives and philosophies, referred to as metanarratives (Lyotard, 1988), postmodernists revel in multiplicity and diversity, and in even questioning their own theoretical perspectives. Lyotard said, "Theories themselves are concealed narratives (and) we should not be taken by their claim to be valid for all times" (pp. 126–130). Although some scholars view postmodernism as a critical approach (Guba & Lincoln, 1994), postmodernism is generally regarded as a distinctly different discourse that focuses on such issues as the link between knowledge and power, dissensus rather than consensus, and "micropolitical processes and the joined nature of power and resistance" (Deetz, 2001, p. 31), to mention a few" (p. 59).
Application of Article to Practice	• The results and discussion in this article could be used by professional organisations and PR practitioners

(3-5 – be brief in the summary)	
Key citations from the article	"One of the main emphases of a postmodern approach is to provide a different lens through which society in general, and in this case, public relations in particular, can be viewed to provide an alternative understanding of practitioners' experiences (Deetz; Holtzhausen, 2000). This lens will not only provide a different perspective on practitioners' experiences, but also can be used to refute some of the modernist expectations of public relations practice" (p. 60). "One of the few areas where postmodernism has started to have an impact on public relations is in the area of activism. Dozier and Lauzen (2000) make a critical comparison between the behavior of environmental activists and public relations practitioners. They maintain the action of activists lead to "social change, through fundamental deconstruction and reconstruction of the social order" (p. 14). These activists are loyal to a cause rather than to a particular organization, which, they maintain, is rare among public relations practitioners. They clearly do not view public relations behavior as leading to changes in the social order" (p. 60).

Reference

O'Neil, J. (2003). An investigation of the sources of influence of corporate public relations practitioners. *Public Relations Review 29*(2), 159-169.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Research is unclear about what types of measures contribute most to the influence of the public relations practitioner. The purpose of this study was twofold: (1) to determine what combination of measures—structural, individual, or relational—contribute most to the organizational influence of corporate public relations practitioners, and (2) to analyze what types of upward influence tactics have the most impact on corporate public relations practitioners' organizational influence. Slightly more than 300 senior-level public relations practitioners employed at corporations across the United States participated. Factor analyses and multiple regression analyses were used to interpret the data. Four measures were found to contribute to the organizational influence of corporate public relations practitioners: perceptions of value, enactment of the managerial role, reporting relationship, and years of professional experience. The upward influence tactics of rationality, assertiveness, coalition, and ingratiation also contribute to practitioners' organizational influence. Implications and suggestions for future research are offered.
Keywords **(5-7)**	• Organizational influence • formal structural measures of power • informal relational measures of power • individual measures of power • Gender differences • Upward influence
Key Highlights **(3-5 – be brief in the summary)**	• Four measures (the formal structural measures 'managerial role enactment' and 'reporting relationships', the informal relational measure 'perception of value' and the individual measure 'professional experience') predict the influence of PR practitioners. • Three types of measures of power have an impact on the influence of PR practitioners. • 3 tactics (rationality, coalition and assertiveness) are positively related to organizational influence. • The tactic of ingratiation is negative related to organizational influence. • The way public relations practitioners persuasively influence senior management • Formal structural measures of power: managerial role enactment; inclusion in the dominant coalition; reporting relationship; employee support; department structure (see Table 1, p. 164) • Informal relational measures of power: mentor relationships, participation in networks of the dominant coalition; perception of value (see Table 1, p. 164) • Individual measures of power: individual characteristics: sex, age, professional experience, tenure, years of education, organizational size) (see Table 1, p. 164) • Upward influence tactics: assertiveness, coalition, exchange of benefits, ingratiation, rationality, upward appeal (see Table 2, p. 165).

Theory Used **(indicate if none)**	**Theory Name:** None **Brief Theory Summary** • There are 6 types of upward influence tactics: rationality, coalition, ingratiation, exchange of benefits, assertiveness and support of higher-up levels • Influence of PR practitioners shaped by formal structural power and informal relationship powers
Application of Article to Practice (3-5 – **be brief in the summary)**	• The greatest impact on 'perception of value' (46% amount of variability): impact of PR workers is based on "perception" • Only little impact of professional experience (1% amount of variability) • To improve their impact, PR workers need to directly report to the CEO of the president of the company.
Key citations from the article	/

Reference

O'Neil, J. (2003a). An analysis of the relationships among structure, influence, and gender: Helping to build a feminist theory of public relations. *Journal of Public Relations Research 15*(2), 151-179.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Feminist public relations scholars have suggested that the organizational context may be to blame for the powerlessness of some female public relations practitioners. This study assessed this claim by using feminist theory and a structural framework. This study tested whether the perceived organizational influence of men and women in corporate public relations was related to formal structural power, relationship power, or gender. Women had less formal structural power than men, but there were no gender differences in relationship power or influence. Consistent with feminist hypothesizing as well as the structural framework, practitioners' influence was related to both their formal structural power and relationship power—but not gender.
Keywords **(5-7)**	• Structure of organizational environment; structural perspective • Formal structural power • Relationship power • Perceived influence • Gender
Key Highlights **(3-5 – be brief in the summary)**	• Being female leads to less formal structural power • Being female leads not to less relationship power • Gender difference in dominant coalition (on average 84% of men, 16% of women) • Women lack of organizational power: exclusion of formal and relationship power structures • Lack of formal and relationship power of women explains the lack of influence of women • Female PR practitioners have a significantly lower amount of formal structural power than male PR practitioners. • No significant difference between female and male PR practitioners in the amount of relationship power. • A positive relationship between formal structural power and perceived organizational influence. • A positive relationship between relationship power and perceived organizational influence.
Theory Used **(indicate if none)**	**Theory Name:** • structural framework/perspective (feminist theory) **Brief Theory Summary** • Structure of organizational environment is the primary determinant of outcomes such as career success or having influence • Women's position in organizations hinders their influence • Gender differences are not due to cultural norms or socialization • Formal power structures exclude women: (1) women more doing lower technical role such as writing and less managerial role such as counselling senior management; (2) female senior PR managers have on average fewer employees than men (8 against 19); (3) gender ratios

	of work groups: few women part of senior management, women have to deal with negative stereotypes of token(s) in the group • Informal power structures exclude women: exclusion from influential networks (important source of power, so-called 'good-old-boy' network); lack of access to (influential) mentors; paucity of powerful role models; women are not seen as favourable (based on gender ratios of workgroups); 'perceptions of power': female PR workers not have such power due to less favourable perceptions • Feminist theory: female public relations practitioners have inequities in organizational influence due to conditions inside the organization (p. 172)
Application of Article to Practice **(3-5 – be brief in the summary)**	• Women should report more to CEO, president or chairmen • Degree of responsibility of women in inclusion in influential networks.
Key citations from the article	"Although women do not have less perceived organizational influence than men, the path model suggests that being female has a negative effect on their influence due to their reduced formal structural power (p. 171) Female public relations practitioners must deal with the stress of having to present a persona that is compatible with a male-dominated dominant coalition and most do not have the benefit of having a direct report relationship with either the CEO, president, or chairman" (p. 172). "This study contributes to a feminist theory of public relations by demonstrating that small, but significant, formal structural power inequities exist for corporate female public relations practitioners" (p. 172). "The major contribution of this study is that it helps to build a feminist theory of public relations by demonstrating the importance of the organizational environment to the influence of public relations practitioners, both men and women" (p. 174).

Reference

Ryan, M. (2003). Public relations and the web: organizational problems, gender, and institution type. *Public Relations Review 29*(3), 335-349.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Attitudes of 109 professionals toward public relations and the web were measured. Results suggest that virtually all practitioners have acquired the skills they need to use the web, that encroachment is not a serious problem, that the biggest organizational problem is teaching others the components of a good site, that the biggest departmental problem is acquiring technical and conceptual training, and that links are in place for dialogic communication. The views of men and women, of practitioners in for-profit and not-for-profit organizations, and of those working in science and non-science organizations are substantially the same.
Keywords **(5-7)**	• Two-way communication • Content on organizational web sites • Web training of PR practitioners • Encroachment • Gender
Key Highlights **(3-5 – be brief in the summary)**	• Women have other attitudes towards PR and web than men • Lack of conceptual and technical training • Role of PR practitioners in dialogical communication or interactive communication on the web • PR practitioners improve knowledge and use of technologies based on internal motivation, not management pressures • Computer culturally constructed □women less good at computers • Women more technical roles
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	/

Reference

Fielden, S. L; Tench, R., & Fawkes, J. (2003). Freelance communications workers in the UK: the impact of gender on well-being. *Corporate Communications: An International Journal* 8(3), 187-196.

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	In an era when all workers are experiencing ever increasing stress levels, it may be anticipated that the move from traditional employment to freelance working would have a positive impact on the degree of occupational stress reported. In a recent UK survey of 190 freelance consultants (women n = 133; men n = 57) in public relations and communications industry this expectation was indeed found to be supported. Over half of respondents stated that they were definitely less stress than when they were employed and almost all reported that they were as healthy or healthier. The findings show that the positive benefits of freelance working for PR/communications consultants are significantly greater for women, who not only experience more health benefits than men, but also report significantly more improvements in their personal relationships and are significantly more satisfied with life.
Keywords **(5-7)**	• Public relations • Self-employed workers • Gender • Stress • Working patterns
Key Highlights **(3-5 – be brief in the summary)**	• Stress in the context of freelance working style in PR and communication sector focussing on gender differences (sources of stress, the impact of personal factors and effects on health and well-being) • Stress reduces significant factor for women to pursue freelance working (for 38.9% of female respondents stress was a motivator, 16.6% for male respondents). • Women in traditional employment more stress because of time pressure, workload, long hours and office politics than men. • Women in freelance working more stress because of office politics and absence of promotion prospects than men; office politics more stressful for women than for men. • The strong decrease of stress factor 'demands on personal life' from traditional employment to freelance working. • Strong increase of stress factors 'fear of economic recession' and 'job insecurity' from traditional employment to freelance working. • Women significantly less stress because of 'taking work home' than men (both for traditional employment and freelance working). • Among freelance workers: women less competitive than men. • Among freelance workers: women more satisfied with life than men. • Health benefits because of freelance working: feeling more positive, feeling physically better, less stressed, increased concentration and have more energy. • Women more increase in better relationships with family and friends than men. • Female freelancers less engagement in office politics, resulting in less stress also results in less social support which increases stress levels because it is an emotion-focused coping strategy which is more feminine.

Theory Used **(indicate if none)**	**Theory Name:** None **Brief Theory Summary** • Women report greater levels of stress than men • More stress influences career development (women tend to think less they are committed enough for a promotion) • Support of co-workers, family and spouse results directly in lower stress levels for women; optimism results directly in lower stress levels for men • Problem-focused solutions on a specific situation result in reducing the adverse effects of stress. Men prefer this kind of solution, whereas women prefer emotion-focused solutions • Men have physical health problems of stress; women have psychological problems of stress • Employment environment with more personal control and more effective coping strategies leads to more job satisfaction and less stress for managers.
Application of Article to Practice **(3-5 – be brief in the summary)**	• Freelance working is a way to reduce stress, especially for women. Female PR/communications practitioners experiencing health benefits both psychologically (feeling more positive about their life), and physically (more energy, less sick because of stress reduce).
Key citations from the article	"Female respondents reported that, when working in traditional employment, they experience four stressors significantly more often than male respondents: time pressures, workload, long hours and office politics" (p. 191). "Occupational stress is becoming a fact of life for many individuals and, as the balance between work and home life decreases, its toll on employee's health and happiness is a heavy one. The findings of this study show that freelance working in the PR/communications industry affords an opportunity to address some of the balance lost in traditional employment. Freedom and flexibility are key factors (…) individuals actively seeking to change to a life style that enables them to manage life and all its demands far more effectively" (p. 193). "Both male and female PR/communication practitioners feel that they are more valued as freelance workers than when in traditional employment" (p. 194). "Stress is responsible for the majority of employee sickness absence, freelancing is clearly the healthy option for all PR/communications workers, especially women" (p. 195).

Reference

Pompper, D. (2004). Linking Ethnic Diversity & Two-Way Symmetry: Modeling Female African American Practitioners' Roles. *Journal of Public Relations Research* 16(3), 269-299.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Ethnic Diversity • Minority • African American women • Ethnic solidarity • Two-Way Symmetry
Key Highlights **(3-5 – be brief in the summary)**	• An enhanced decision model incorporates ethnic diversity and rationally concludes with selecting the two-way symmetrical model as the best means to achieve organizational excellence • As a conduit between senior-level management and key publics, boundary-spanning female African American practitioners positively affect relationships, messages, and activities as they navigate organizations toward excellence. • Two core themes emerged among responses to this study's research questions, crystallizing a paradox experienced by female African American practitioners as they fulfil their multiple roles in organizations, this core theme underscores the African American woman's joy and pride in her ethnicity, and the empowerment she feels. These qualities enable her to build strong relationships between her organization and key publics. She easily can link multicultural values to organizational goals for maximum public relations effectiveness. Another important dimension of the ethnic solidarity worldview core theme is these women's love of language.
Theory Used **(indicate if none)**	**Theory Name:** Excellence Theory **Brief Theory Summary** • "Excellence" is a normative theory that prescribes how to do public relations in an ideal situation. At the organizational level, adoption of the two-way symmetrical public relations model best facilitates excellence as compared to the other models of press agentry, public information, and two-way asymmetry.
Application of Article to Practice (3-5 **– be brief in the summary)**	• Perception of key public's role in organizations for the purpose of updating the public relations potential factor in the public relations model-choice flowchart • Provides insights on the multifaceted potential of diverse public relations practitioners, that can bring public relations profession closer to excellence.
Key citations from the article	"Factors affecting participants' decision to pursue public relations work clustered into three general areas. Many said they became interested in public relations after growing disenchanted with news reporting and media production careers. Some described public relations as an arena where they

	could employ a broader range of skills. Yet others were drawn to pubic relations' agenda-building function" (p. 280). "On the whole, practitioners described themselves as organizational assets, embracing specific roles as uniquely theirs" (p. 282). "The participants consider themselves to be valuable employees, they said that their organizations consistently discriminate against them, render them voiceless, exclude them and poorly compensate them" (p. 285).

Reference

Creedon, P. J. (2004). From Making PR macho to Making PR Feminist. In - Rush, R. R.; Oukrop, C. E., & Creedon, P. J. (eds.) *Seeking Equity for Women in Journalism and Mass Communication Education. A 30-year Update.* Mahwah, NJ: Lawrence Erlbaum Associates.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	None (a book chapter)
Keywords **(5-7)**	• Women • Public relations • Doris Fleischman • Pay gap • PR macho
Key Highlights **(3-5 – be brief in the summary)**	• Women have historically been neglected in PR textbooks • Doris Fleischman was, for example, referred to as Edward Bernays's wife rather than through her own PR engagement and contribution • Feminization became a concern when women started to enter the profession and some called for reversing the gap in genders by creating a so-called PR macho in the undergraduate curriculum while the others proposed gender quotas to recruit men into PR courses • In addition, some also proposed to use cases in student projects that will interest men in classes and hiring assertive, strong and managerial lecturers to teach in courses • Male academics and male writers started to write about saving the profession while female writers and academics focused on explaining why female domination is a good thing. • Scholars who wrote about the glass ceiling and the pay gap faced hostility in the trade press and their findings were dismissed as invalid without any evidence. • The Velvet Ghetto faced particular hostility, so much that authors issued recommendations one of which was for women to accept that the Velvet ghetto is real. However, the Velvet ghetto has also been criticised for placing all responsibility for change onto women.
Theory Used **(indicate if none)**	**Theory Name:** / **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	/

Reference

Maathuis, O.; Rodenburg, J., & Sikkel, D. (2004). Credibility, Emotion or Reason? *Corporate Reputation* Review 6(4), 333–345.

Required Element	AB Entry
Country	The Netherlands
Author-provided abstract (indicate if none)	Brands are built on credibility. Peoples' readiness to buy products, services or stocks, to accept a job, to trust someone or to vote for a political party depends on credibility. But when is a brand credible? What can a brand do to increase its credibility? What are the possible consequences of lack or loss of credibility. Is credibility linked with emotions, or is it a matter of reason? In this paper, it is shown that it is a matter of both, but that the importance of the cognitive and affective component varies over the different brands. This has implications for brand communication on two different levels: (1) how to communicate in such a way that the desired mix of cognitive and affective perception is achieved and (2) given this mix: how to communicate in such a way that the brand's credibility is optimized.
Keywords **(5-7)** **(not provided in the original article)**	• Credibility • Brand management • Consumers
Key Highlights **(3-5 – be brief in the summary)**	• "…the positive evaluations are cognitive, the negative evaluations are affective" (p. 343). • Credibility may differ, especially in regards to sources perceived as credible • Women's magazines are evaluated low on the scale of credibility by the consumers
Theory Used **(indicate if none)**	**Theory Name:** Credibility and brand management **Brief Theory Summary** • "In short: credibility describes the way in which a brand is regarded as reliable, capable and attractive. High credibility increases the acceptance of stakeholders. Objects with high credibility can have better relationships with their target groups, which is essential for reaching their goals (van Riel, 1995)" (p. 335).
Application of Article to Practice **(3-5 – be brief in the summary)**	• The findings can be used to design further research into what affects consumer's perceptions about brands and their credibility
Key citations from the article	/

Reference

Arceo, A. (2004). Public relations in Spain: an introduction. *Public Relations Review* 30(3), 293–302.

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	Public relations in Spain are consolidating their structure, work models and body of knowledge, step by step. Yet, there is still a long way ahead for the CEOs of the institutions to acknowledge the real value of public relations. Educational orientation is the fulcrum around which the limitations of public relations in Spain revolves, and a consequence of the reality that everyone can be a public relations practitioner without having a degree from an educational institution. Thus, the term public relations is used less frequently than other denominations like corporate communication, corporate image, integral communication, etc. Nevertheless, practitioners of public relations in this country are looking for a new framework to link them with scientific methods.
Keywords **(5-7)**	• Public relations • Corporate communication • Economic value
Key Highlights **(3-5 – be brief in the summary)**	• Companies and agencies consulted in Spain, as well as theorists, there have been three main developments in the public relations sector: (1) enterprises are recognizing the value more of the significance of communication; (2) agencies and departments are more specialized; and (3) the term public relations is being used less frequently than other denominations like corporate communication, corporate image, integral communication, etc. (though all of them share the same goals and objectives as public relations). • A consequence of the reality that everyone can be a public relations practitioner without having a degree from an educational institution • Reputation is a new concept, which has produced a new sort of evaluation companies: the MERCO (Spanish Monitoring of Corporate Reputation). Many public relations agencies and research enterprises currently are working in Spain to measure the reputation value of the institutions (public, private, political, non-profit, and others). • The public relations departments of companies and the public relations agencies are mostly operating with one-way work models.
Theory Used **(indicate if none)**	**Theory Name:** **Brief Theory Summary** • •
Application of Article to Practice **(3-5 – be brief in the summary)**	• When the reputation value is intangible, the number of attributes or beliefs of the public about an institution change in a period of time. In order to measure the relationship result of public relations programs or campaigns, practitioners will have to resort to structured surveys, picking small or large random samples of publics, media content, etc.
Key citations from the article	"Besides, the economy proved likewise vibrant with the logical upheavals at the time; and the business grew for public relations agencies in all economic areas. In addition, public relations at the universities (both public and private) are present in many academic degrees such as advertising,

	journalism, broadcasting, business administration, etc. And yet, the expansion of public relations in Spain should be bigger than the present evolution and attain more representative figures" (p. 293).

Reference

Molleda, J. C., & Ferguson, M.A. (2004). Public Relations Roles in Brazil: Hierarchy Eclipse Gender Differences. *Journal of Public Relations Research* 16(4), 327-351.

Required Element	AB Entry
Country	Brazil
Author-provided abstract (indicate if none)	This study base of knowledge about global public relations by describing the prevalence of the different social roles of Brazilian public relations professionals. Four social role constructs were validated: (I) Ethics and Social Responsibility, (2) Employee Well-Being, (3) Community Well-Being, and (4) Government Harmony. Gender and hierarchy differences were observed. Women were more likely than men to perform the Employee Well-Being role and less likely to perform the other 3 roles. In addition, being in the highest position in the hierarchy is associated with performing the Ethics and Social Responsibility role and the Community Weil-Being role. However, differences between male and female role performance disappear when women occupy the higher positions in the organization; women at the top of the organization perform these roles with the same regularity as men.
Keywords **(5-7)**	• Gender • Hierarchy • Well-Being • Social Roles • Public relations
Key Highlights **(3-5– be brief in the summary)**	• The four dimensions observed in this research about the social role of public relations professionals in Brazil were Employee Weil-Being. Ethics and Social Responsibility, Community Well-Being, and Government Harmony. Those who perform activities in the latter three are not likely to perform Employee Well-Being, but they are likely to engage in all three of the other sets of activities. • The fact that women who are in the highest role in the organization perform the same activities as men in that role, but at the lower levels of the organization, gender appears to be a predictor of activities. • Employee Well Being, showed high mean scores, which indicates the strong emphasis that the public relations function in Brazil has on internal employee issues and stakeholders, whereas the relatively lower means for Government Harmony indicate that it may not be easy to partner with the Brazilian government agencies because they are known for being bureaucratic and centralized. • Ethics and Social Responsibility encapsulates a strategic approach to public relations: monitoring (formative research), counselling and advising, planning, implementing, evaluating corporate social responsibility, and fostering stewardship initiatives with external stakeholders. • The association between the factors and the gender of public relations practitioners reinforce the feminist view that women generally are discriminated against in society.
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary**

	n/a
Application of Article to Practice (3-5 – **be brief in the summary)**	• Research data would contribute to the betterment of public relations professionals political and social environments in Brazil and, thus, to the survival and further productivity of their organizations. • Research provided approach for overcoming women discrimination, namely participation of Brazilian women in corporate decision making could be the answer to overcoming discrimination and to enacting the external social role more often. • Research facilitates needed comparative analyses that could stimulate a more dynamic dialogue
Key citations from the article	"Latin American scholars have previously tried to define ideal and ethical approaches for practicing public relations in their regions, but this is the first study in which role constructs are developed for both the internal and external social roles of public relations professionals in Brazil" (p. 327).

Reference

Anderson, W. B. (2004). "We Can Do It": a study of the Women's Field Army public relations efforts. *Public Relations Review* 30(2), 187–196.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This article examines the public relations activities of the Women's Field Army (WFA)—a branch of the American Society for the Control of Cancer (now the American Cancer Society). The analysis of the WFA's work suggests that non-profit organizations engaging in volunteer recruitment and public education should examine the current socio-economic climate, and explore using both media relations and interpersonal communications techniques to disseminate messages.
Keywords **(5-7)**	• American Cancer Society • Cancer • Public education • Volunteer • Public relations • History
Key Highlights **(3-5 – be brief in the summary)**	• The organization's leaders realized that a delicate subject, such as cancer, was best handled through interpersonal communication. • By tapping into this climate in the 1930s and 1940s, WFA leaders convinced volunteers to pay for the privilege of volunteering
Theory Used **(indicate if none)**	**Theory Name:** n/a **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	• The article revealed that if an organization wants to take advantage of interpersonal communication and encourage members of its target audience to become message senders, then it must be aware of the socio-economic environment when recruiting volunteers.
Key citations from the article	"The challenge for public relations historians is to study the ways former public relations activities differed and matched contemporary public relations practice" (p. 195).

Reference

Aldoory, L., & Toth E. (2004). Leadership and Gender in Public Relations: Perceived Effectiveness of Transformational and Transactional Leadership Styles. *Journal of Public Relations Research* 16(2), 157-183.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This study used a quantitative and qualitative focus groups to examine perceptions of leadership styles, sex differences in these perceptions, and opinions about the gendered nature of leadership in public relations. In summary, the focus group data supported survey results that indicated a strong preference for transformational leadership style over transactional leadership. However, there was also strong evidence for a preference for situational leadership. Findings are interpreted within the frameworks of public relations theory and gender theory.
Keywords **(5-7)**	• Transformational Leadership Style • Transactional Leadership Style • Gender • Public Relations
Key Highlights **(3-5 – be brief in the summary)**	• Strong preference for transformational leadership style over transactional leadership • Effective public relations leadership described in terms like charisma, vision and the ability to mobilize others. • Strong relations between transformational leadership and positive follower attitudes supported • Difference between male and female respondents' scores, with women scoring slightly higher than men in terms of transformational leadership • Support for a situational leadership style, one that combines aspects of transactional and transformational leadership in dealing with unique circumstances and environments • The unique nature of public relations, its work environment, structure and goals connected to the need for transformational leadership • Public Relations described as a job in a constantly changing, turbulent environment • Significant differences between male and female in terms of perceptions of their leadership styles, women rated themselves lower in terms of being a leader than men did.
Theory Used **(indicate if none)**	**Theory Name:** Leadership theory **Brief Theory Summary** • Leadership defined as the process by which influencers and change makers affect a population, the most important single factor in achieving resolution • Different perceptions on leadership and gendered concept of leadership in public relations • Description of public relations might help explain the desire for transformational attributes in public relations leadership • Study offers approaches to envision how different leadership styles work in different situations

Application of Article to Practice **(3-5 – be brief in the summary)**	• Different perceptions on leadership and gendered concept of leadership in public relations • Description of public relations might help explain the desire for transformational attributes in public relations leadership • The study offers approaches to envision how different leadership styles work in different situations
Key citations from the article	"Women are slowly moving into management roles, although arguably a glass ceiling still exists for many women. Yet the question as to whether women's leadership styles break through the glass ceiling or limit their advancement still remains" (p. 158).

Reference

Hutton, J. G. (2005). The myth of salary discrimination in public relations. *Public Relations Review* 31(1), 73–83.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	One of the more puzzling dimensions of the public relations literature is the persistent claim of salary discrimination against women in the field, despite the absence of even a single comprehensive study on the topic. Even more disturbing is that closely related fields like marketing and advertising—as well as more professionalized fields like medicine—have made no such claims of discrimination, despite larger salary gaps and larger correlations between salary and gender than in the PR field. Detailed statistical analysis of a major salary survey and a review of existing studies both indicate that there is no empirical reason to believe that there is gender-based salary discrimination in the PR field. Findings from the PR salary survey show that there is little or no discrimination, even without considering factors (e.g., employment breaks-in-service) that were shown to have substantial explanatory power in salary surveys from other fields. Circumstantial evidence of PR salary discrimination existed 20 years ago, but the evidence available since that time suggests strongly that there has been little or no salary discrimination for at least the past decade.
Keywords **(5-7)**	• Public relations • Gender • Salary discrimination
Key Highlights **(3-5 – be brief in the summary)**	• The most important variable in explaining PR salaries is "years of experience in the field." The major reason men make more money is that they have substantially more experience than women. • Another reason men make more money is that they work longer hours, on average than women • The salary differences among the three most common types of organizations—non-profit, agency and corporate—and indicates that men tend to work in the types of organizations that pay somewhat better • Another significant reason that men make more money than women in PR is that they are much older. • Men tend to work in specialities that pay somewhat better. • Gender plays little or no role in PR salaries
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• Little or no salary discrimination for at least the past decade • Would be applicable to the present situation to the present situation to compare whether the situation has changed in the industry.

Key citations from the article	"Factors such as experience and hard work are far more important than gender. As hypothesized, the most important factor explaining salary was years of PR experience, followed by number of hours worked per week. Among the "occupational" variables studied, "type of organization" (corporate versus agency versus nonprofit) was the most significant. Perhaps the most unexpected finding was that age (perhaps better described as "maturity") still explained a small amount of the variation in salaries even after the effect of "years in the field" was already considered" (p. 83). "Conceptually, a variety of other variables would have been hypothesized as correlating with salary (e.g., type and amount of education, breaks in employment), but the salary survey existed as a secondary database, and such data were either missing from the survey design or included in a form that was not usable for the analysis. The survey data also included some variables that were studied but about which no hypotheses were formed (e.g., the relationship between salary and (a) marital status, and (b) number of children)" (p. 77).

Reference

Andsagera, J. L., & Hust, S. J. T. (2005). Differential gender orientation in public relations: Implications for career choices. *Public Relations Review* 31(1), 85–91.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Women have entered public relations at a much faster rate than men over the last two decades. Studies of the field show some gender segregation in PR, so it may not be accurate to generalize about the profession as a whole. This study surveyed PR students to determine whether specialty areas are perceived as gendered and the characteristics associated with male- and female-oriented areas. Findings indicated clear differences between "female" and "male" specialties, with their associated characteristics supporting values delineated in the feminist theory of public relations. Further, the study found that students consider gender orientation in selecting career paths.
Keywords **(5-7)**	• Gender • Feminist theory • Career choices
Key Highlights **(3-5 – be brief in the summary)**	• Beauty/fashion was the most female speciality while sports was the most male speciality • Six of the 11 specialities were rated female oriented. • Only international PR was gender-neutral • Non-profit PR was significantly more female-oriented than entertainment while high-tech was significantly more male-oriented than international PR • The areas considered as female specialism are beauty/fashion, travel/tourism and non-profit PR and the male-oriented areas are sports, industrial, high-tech and finance,
Theory Used **(indicate if none)**	**Theory Name:** Feminist theory of PR (explicitly mentioned) Radical PR (not mentioned but underlying) **Brief Theory Summary** • Feminist theory of PR argues that the two-way symmetric model of PR involves skills in conflict and building relationships, and these are seen as feminist values • Previous studies confirmed the view above with female participants reporting different approaches to negotiation and the ability to get things done • This study adds to the feminist theory of PR and determines what "characteristics are associated with the male- and female-oriented speciality areas, including traits that would reflect feminist values. Specifically, we wondered what attributes are ascribed to male- and female-oriented specialities, and whether gender orientation is salient in determining students' career aspirations" (p. 86)

Application of Article to Practice **(3-5 – be brief in the summary)**	• The paper offers a useful insight into career pathways and preferences, and thus can be used by professional organisations to design strategies to diversify the workforce and entice more men to join fashion/beauty PR and more women to join high-tech and financial PR.
Key citations from the article	"When female-oriented specialities were compared to gender-neutral areas, they were again significantly more ethical, diverse, and caring about people. Neutral areas were rated significantly higher than female-oriented areas on all remaining characteristics except personal growth. Gender-neutral specialities were significantly more caring, diverse, and as more of a growing area than male-oriented areas. Male speciality areas had significantly higher salaries, more hierarchical management, more competition for entry-level jobs, and were more research oriented. Neutral and male areas were nearly equally ethical, prestigious, and in opportunities for personal growth" (p. 88). "Much of the previous research on women in public relations has treated the field as fairly uniform across sectors. This study provides evidence that, in fact, the field is perceived to be diverse and that the feminization of public relations may be occurring to a greater degree in certain sectors than in others" (p. 90)

Reference

Sha, B.-L., & Toth, E. L. (2005). Future professionals' perceptions of work, life, and gender issues in public relations. *Public Relations Review* 31(1), 93–99.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This study of members of the Public Relations Student Society of America found that future practitioners are uncertain about many issues related to gender and work-life balance. Male and female students differed significantly in their views about gender equity in promotion, work-life balance, and salaries. These findings suggest that our educating of public relations students about gender challenges in the field must not only start in their undergraduate years and but also include ways to overcome these challenges.
Keywords **(5-7)**	• Future Public Relations Practitioner • Gender • Students • Career • Work-life balance
Key Highlights **(3-5 – be brief in the summary)**	• According to young professionals' perceptions, organizations employing public relations practitioners should have parental leave policies • Members of Generation Y are more interested in work-life balance than were members of previous generations (1) gender on the job; (2) salaries; (3) work flexibility; and (4) children in the home, affect how students perceive gender-related issues in public relations • Male respondents tended to agree less than did female respondents that "men are promoted more quickly than women in most public relations employment situations" • Men agreed less than did women that "it is more difficult for women than it is for men to reach the top in public relations • Men agreed less than did women that "juggling work and family needs is harder for women than for men" • "Usually in public relations, employees with children living at home have more trouble being promoted than other employees," men agreed less than women did • The salary factor comprised two issues, the first of which - that generally women receive lower salaries than men for doing comparable public relations work - actually loaded onto the first factor, with high secondary loading on the second factor. Analysis of variance showed that men agreed significantly less than did women that "generally women receive lower salaries than men for doing comparable public relations work" • Men agreed significantly less than did women that "women in public relations management positions are paid less than men in comparable jobs" • Women tend to expect (and perhaps consequently, to receive) lower salaries than those expected by men
Theory Used **(indicate if none)**	**Theory Name:** Aldoory, L., & Toth, E. L. (2002). Gender discrepancies in a gendered profession: A developing theory for public relations

	Brief Theory Summary • Theory identified eight factors that could explain why gender differences exist, these are: socialization, sex discrimination and sexism, unrealistic expectations of women who balance family and work, biological determinism, skill differentials, favouritism toward men due to their low numbers, type of organization influences access to promotion, gender discrepancies in promotion do not exist.
Application of Article to Practice **(3-5 – be brief in the summary)**	• Identified need to start not with professional development programs for practitioners, but with educational tools for public relations faculty to use in preparing our students to enter public relations practice.
Key citations from the article	"We might have expected that public relations students of Generation Y would be more positive in their expectations for gender equity in a public relations career. That the women in the sample were less optimistic and neutral about workplace issues suggests that they were already imbued with societal expectations to expect less or "make do" with their career choices. We might have expected that college aged women would not expect less or hesitate about workplace issues until they had actually been employed in public relations" (p. 98). "Thus, one promising result of this research was the concerns expressed about work-life balance by students still to enter the workforce. If our students knew that work-life balance programs and policies are in place in many organizations and that these policies open up career opportunities for men and women, then we should be able to relieve potential perceptions of our entering practitioners that they must to settle for lower salaries and less status. Public relations professionals reinforce the policies of their employers. We would add much to the education of future public relations professionals by demystifying the workplace for them and by showing how much it has changed to include diverse employees. And that is all the more reason why increasing our understanding of students' perceptions of work, life, and gender issues in public relations is not only relevant, but even critical, to the survival of our field" (p. 99).

Reference

Aldoory, L.A. (2005). A (Re)Conceived Feminist Paradigm for Public Relations: A Case for Substantial Improvement. *Journal of Communication* 55(4), 668-684.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This article advances a feminist paradigm for public relations scholarship by (re)conceptualizing the concepts of gender, power, and diversity as discursive practices that construct the meaning of public relations. These three concepts are then applied to the body of work on organization–public relationships. The article posits that the current feminist paradigm retains androcentric bias. By transforming the way that the paradigm is practiced, general theory and knowledge are enriched. The reconceptualizations put forth in this article are useful for communication scholarship in general and can be used as a model for feminist research in other domains of communication.
Keywords **(5-7)**	• Feminist Paradigm • Gender • Power • Diversity • Androcentric bias
Key Highlights **(3-5 – be brief in the summary)**	• A feminist paradigm in public relations focuses on the articulation of gender, power, and diversity and the ability to make meaning about public relations as an ideology, as well as a profession and a job • By applying the new concepts to a mainstream theory in public relations, this article provides evidence of how feminism can be a practical and significant worldview for communication theory as well.
Theory Used **(indicate if none)**	**Theory Name:** • Theory of Organization-Public Relationships **Brief Theory Summary** • The theory of organization-public relationships were developed to explain and predict how public relations is used by organizations to enhance their relationships with various publics. The theory has several components to it: antecedent factors to relationships, the relationships themselves, and outcomes of relationships.
Application of Article to Practice **(3-5 – be brief in the summary)**	• By reconceiving feminist paradigm concepts, the "new" paradigm reduces androcentric bias in research and the essentializing of women as natural/different in public relations. • To understand gender, power, and diversity as socially discursive allows for the notion that current norms, constraints, stereotypes, and ways of doing research about gender and race can be changed.
Key citations from the article	"The research that created this burgeoning paradigm came about as the profession grew to over 70% women. This demographic shift in the profession, called feminization, concerned researchers and professionals alike, and they began to ask questions regarding the impact of gender relations on the roles, organizational function, and reputation of the field. This led to feminist scholars' assessing the effectiveness of feminist theory in addressing gender and power and the impact of classism and racism on the discipline" (p. 668).

	"In its current formulation, the feminist paradigm in public relations has been somewhat useful because it has brought to light the importance of gender and power to public relations. However, current and future research in public relations and communication depends on richer and more heuristic ways to consider how public relations constructs meaning for publics and how it itself is constructed through power relations, gender, and difference (i.e., diversity and inclusiveness)" (p. 674).

Reference

Grunig, L. A. (2006). Feminists Phase Analysis in Public Relations: Where Have We Been? Where Do We Need to Be? *Journal of Public Relations Research* 18(2), 115–140.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	In this article author conceptualize women and men in public relations not only as communication professionals, but as human beings struggling to integrate their work and community lives.
Keywords **(5-7)**	• Feminist phases • Public Relations • Systematic Analysis
Key Highlights **(3-5– be brief in the summary)**	• The article proposes sixth phase – integrative phase of feminist theory, that acknowledges the holistic nature of workers' lives – their commitments not only to the employer and to the profession, but to their partners, children, and parents. • Women have been active in public relations since we began to study its history. They have played a part, as wives of famous men and also, in their own right, as social activists, publicists, and corporate communicators. They study and practice public relations in countries throughout the world. • Despite this involvement, women are disadvantaged by their gender, much as minorities are by their race. They also are subjugated by public relations role—which is gender-biased as well. As a result, women are paid less than men and enjoy fewer opportunities to advance and thus to affect their organizations at the highest levels of decision making. Understandably, they express less satisfaction with their work. • Public relations has become a female-intensive field. Within the last 15 years, women have come to represent the majority in both the classroom and the office. Public relations cannot be considered "female-dominated," however, because women typically lack the autonomy, power, and influence of men in the field • Women tend to fulfil different roles than do their male colleagues, although women's relegation to the technician's role seems to be diminishing over time. • They may play a role reserved for the female gender—that of "glamour" public relations. "Lookism" appeared as early as the first mention of women in an article published in PRR and as recently as the decade of the 1990s. • Women express more value than do men for research in public relations; they do more research of all kinds; and at least two scholars writing in the Review suggested that environmental scanning, in particular, may be women's ticket from the technical to the managerial role. Women also may practice public relations more ethically. • Other supposedly inherent differences between men and women were not supported by much of the research reviewed here. Thus, these studies, taken together, debunk a number of gender-based myths and explode an equal number of sexist stereotypes. Any real differences seem to result from socialization rather than biology. • Women's activity and acceptance in public relations are determined, in part, by industry. Nonprofits, government, and travel/tourism seem especially receptive to the new female majority.

	• Over time, the language used in the literature of public relations has become gender-inclusive. So, too, has the language of annual reports and other organizational publications. The depiction of women in company art seems to remain more sexist, although this has been studied very little. • Systems theory, one prevailing paradigm for the field, denies women's contributions from a feminist perspective. The addition of concepts of dissymmetry, which acknowledges the value of differences, and the infrasystem, which explains organizational norms, could add value to this paradigm. • Early research on women, with the best of intentions, typically suggested ways in which women could change to become more competitive at work. At least some scholars have determined, however, that these "blaming the victim" remedies devalued women. They were also unrealistic. Even women who were willing to relocate, who put job before family (or at least on a par with personal relationships), who dressed for success, and who were ambitious and skilled in public relations 130 GRUNIG failed to advance at a rate equal to men's. The literature reviewed in PRR reveals a growing realization that society and its institutions need to change every bit as much as do women. In particular, feminist scholars have called for a transformation of culture so that women alone are not forced to choose between family responsibilities and high-powered careers. • Women, unlike men, tend to play the dual role of manager and technician—doing it all, and still for less pay and with less satisfaction. The roles research has been advanced considerably, however. We have been helped to understand, for example, that dichotomizing between the craft and counselling aspects of this field may devalue the people who choose this work or trivialize the work itself. The roles hierarchy, and the assumption that women are subjugated in the technician's role rather than choosing it, both deny women's established agency in public relations. Furthermore, old patterns of role and salary discrimination seem to be decaying. At the same time, a new and distinctly feminine role has been described empirically— that of corporate conscience. • A new and powerful explanation of the problems that women encounter has been proposed. The marginalization of the function, rather than overt sexism, keep women out of positions in which they can contribute most to their organizations and to society. • For this and other reasons (such as engaging in less scientific program research than men do), women tend to be excluded from the dominant coalition. • The dominant culture and the subcultures that coexist within organizations also have been shown to influence women's agency in public relations. • The most extensive set of recommendations to date for transforming society (and, by association, the work lives of women in public relations) has been proposed. Transformative strategies include affirmative action, political involvement, renegotiating gender roles at home, and education.
Theory Used **(indicate if none)**	**Theory Name:** Five stages of Tetreault's (1985) theory. **Brief Theory Summary** • Tetreault's classification scheme imposes rigour on what otherwise may become a boundaryless, atheoretical look at the rapidly growing body of knowledge. Her framework is not intended to represent

	rankings or hierarchies. Instead, it reflects the evolution of thought about women's incorporation into any field. It begins simply by adding women to the equation. It progresses through more fundamental reconstructions of key concepts. • Five stage theory analyse the literature of public relations comprises male scholarship, compensatory, bifocal, feminist and multifocal concepts. • It offers important indicators of the degree of receptivity to full participation in such critical aspects of the field as managerial decision making • The article poses an approach according to which emphasis is to rethink fundamentally in our minds and in a substantial body of both scholarly and professional literature what the influx of women means to public relations practice and education
Application of Article to Practice **(3-5 – be brief in the summary)**	• It offers important indicators of the degree of receptivity to full participation in such critical aspects of the field as managerial decision making • The article poses an approach according to which emphasis is to rethink fundamentally in our minds and in a substantial body of both scholarly and professional literature what the influx of women means to public relations practice and education
Key citations from the article	"Flexible work arrangements and time off are central to helping women integrate their multifaceted lives. Such arrangements include flextime, telecommuting, job sharing, compressed work schedules, part-time employment, sabbaticals, leave sharing and leave pools, phased retirement, postretirement job placement, summer hours, and emergency leave. Learning and development also are pivotal. Such programs include mentoring, tuition reimbursement, career counseling, a policy of internal job posting, safety and emergency preparedness, and a flexible schedule for education" (p.125).

Reference

Pompper, D., & Adams, J. (2006). Under the microscope: Gender and mentor-protégé relationships. *Public Relations Review* 32, 309-315.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This article reports on author's survey examining mentor-protégé relationship dynamics according to gender. Two factors, compatibility and structural features, are offered to explain successful mentoring in public relations and to suggest a strategy for maximizing its benefits. Moreover, mentoring facilitates career enhancement in five important ways (supplement to college training, validation and empowerment, deportment, networking, reciprocity) – and gender composition of vertical dyads seems to matter a great deal. The authors conducted 40 depth interviews among Florida – based public relations practitioners.
Keywords **(5-7)**	• Mentoring • Gender • Vertical Dyads • Relationship Dynamics
Key Highlights **(3-5 – be brief in the summary)**	• Mentors supplement protégé's college classroom training by offering contextual skill-enhancement opportunities • Mentors validate and empower proteges as they grow into counsellors charged to lead others and to fulfil public relations' management function • Mentors point out proteges image and behaviour detractors that could stunt assimilation or status growth • Mentors open their networks to proteges • Proteges experience substantial benefits from mentoring and later reciprocate by mentoring others.
Theory Used **(indicate if none)**	**Theory Name:** • Mentor-Protégé Relationship **Brief Theory Summary** • The dyad is the fundamental unit of analysis, several factors predict the success of a mentor-protégé relationship: personality, values, physical and intellectual traits, as well as gender, race, class and nationality • Proteges may gain a mentor's strong network ties, build competence and self-image, that may lead to effectiveness, increased satisfaction, and career enhancement. • Formal dyads typically are assigned by a third party and last 6-12 months, may force coupling, fuel negativity and violate the true spirit of mentoring. • Females are considered more caring and nurturing, psycho-social mentoring to proteges and male mentors providing more career-related mentoring. • The most widely recognized forms of early mentoring in public relations are students internships.
Application of Article to Practice	• Provides insight to enhance and promote a mentoring strategy • Would be applicable to conduct future research and make a comparison

(3-5 – **be brief in the summary)**	
Key citations from the article	"Of particular concern among these findings are perceptions that males (predominantly) are more advantageous as mentors, females' within – gender discord (lack of support, personality conflicts, cloning tendencies) which counteracts positive attributes of gender matching in vertical dyads, and male respondents' partnering with female mentors or protégés to avoid direct competition with other males which underscores perceptions that females (as a group) are non-threatening due to their low status" (p.314).

Reference

Fröhlich. R., & Peters, S. B. (2007). PR Bunnies Caught in the Agency Ghetto? Gender Stereotypes, Organizational Factors, and Women's Careers in PR Agencies. *Journal of Public Relations Research* 19(3), 229–254.

Required Element	AB Entry
Country	Germany
Author-provided abstract (indicate if none)	The article investigates 2 specific factors that help explain women's careers in public relations agencies: gender stereotypes and the organizational context. Article presents parts of a recent German explorative study: Long interviews were conducted with 13 female public relations experts to explain their view on women's situation in public relations in general and to describe their own careers. Findings reveal the evolution of a "PR bunny" stereotype that adds a negative touch to the female image as "natural born communicators." Furthermore, our results support the argument that women seem to prefer (a) the organizational culture of public relations agencies, (b) agency-specific job tasks, and (c) agency-specific work processes. Possible consequences for practitioners and the profession are discussed.
Keywords **(5-7)**	• Gender Stereotypes • Public Relations • Women • Feminism • PR bunny
Key Highlights **(3-5 – be brief in the summary)**	• Women's exceptional communication skills are the main determining factor in explaining the female majority in public relations • The traditional gender stereotype of a female's "lack of management competence" can be said to be clearly evident. Although the participants describe their own difficulties with discrimination toward women because of gender stereotypes, their own judgments of women, for the most part, support those stereotypes. This stereotype is referred to as the "PR bunny" stereotype. • Female public relations practitioners' preferences of agency-specific job tasks and organizational culture can help explain the female majority in the German agency sector. • A female-dominated agency is not necessarily a guarantee for harmony per se. In particular, various statements by one participant from a one-gendered (completely female) agency on the struggle for power and intrigues inside the agency clearly show that even without men, the male competitive game is still being played.
Theory Used **(indicate if none)**	**Theory Name:** • Aldoory, L., & Toth, E. L. (2002). Gender discrepancies in a gendered profession: A developing theory for public relations **Brief Theory Summary** • Theory identified eight factors that could explain why gender differences exist, these are: socialization, sex discrimination and sexism, unrealistic expectations of women who balance family and work, biological determinism, skill differentials, favouritism toward men due to their low numbers, type of organization influences access to promotion, gender discrepancies in promotion do not exist.

Application of Article to Practice **(3-5 – be brief in the summary)**	• Findings contribute to our understanding of the high female majority in public relations agencies because they show the importance of the organizational context in connection with women's own preferences.
Key citations from the article	"Women, also in their professional life, put stronger emphasis on long-lasting interpersonal relationships, whereas men mainly pursued their individual careers and view agencies merely as an entry to big corporations' marketing departments" (p. 247). "Against the background of Vianen and Fischer's (2002) findings on sex differences in "organizational culture preferences," our study confirms the argument that organizational cultures in public relations agencies better suit women's job-related motives, preferences, and self-concepts than in other fields of public relations. This explanation for women's surge toward public relations agencies is strongly supported by some participants' statements on the differences of organizational cultures of agencies and corporations: They say that, especially in smaller public relations agencies, a familiar and team-oriented atmosphere was being cultivated, whereas big corporations in particular are dominated by a rather harsh, individualistic, and competitive atmosphere. Two agency leaders even compare the responsibility of leadership to the responsibility of a parent and, with this, describe their team to be almost a kind of "substitute family" (p. 246). "Furthermore, we have to understand that (male) prejudices or the beliefs of people outside public relations are not the only driving force behind the (re)production of gender stereotypes, but that the shown discrepancy between the participants' perceived image of themselves and the image they have of other female public relations practitioners is of crucial importance, too. First of all, women themselves will have to realize the problem of stereotyping (a) to be able to avoid stereotypical behavior, (b) to be prepared to be treated like a "PR bunny" and know strategies to overcome the problem, and (c) to not unconsciously harm other women in the field by stereotyping them" (p. 248).

Reference

Pompper, D. (2007) The Gender-Ethnicity Construct in Public Relations Organizations: Using Feminist Standpoint Theory to Discover Latinas' Realities. *The Howard Journal of Communications* 18(4), 291-311.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This study examines intersections among dimensions of gender and ethnicity in public relations organizations and recommends further adaptation of the workplace as a site for embracing culture and promoting gender equity. A feminist standpoint methodology facilitated collection of perceptions about gender and ethnicity among Latinas who work in public relations during focus group meetings in Houston, Los Angeles, Miami, and New York. Results suggest that Latinas encounter 3 major forces: (a) low status, no power; (b) navigating identity crisis; and (c) dealing with self-contained opposites. Implications of a gender-ethnicity construct in public relations organizations are discussed.
Keywords **(5-7)**	• Ethnicity • Gender • Hispanic • Latina • Organizations • women
Key Highlights **(3-5 – be brief in the summary)**	• organizational studies overlook experiences of non-white staff, the influence of sexuality, class and gender of work experiences • Anglo-Eurocentric bias shapes organisations and thus becomes normalized over time, which further disadvantages women of colour • Latinas are the least explored women in organizational research, and their experiences in current scholarship are lacking
Theory Used **(indicate if none)**	**Theory Name:** Gender in organizations, feminist theory, the FST **Brief Theory Summary** • "Specifically, FST exchanges the universal reference point—wealthy, White, heterosexual men as Western society's architects—for that of those traditionally defined by distance from the dominant social subject (Bem, 1993)" (p. 293).
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	"Organizations' policymakers tend to ''play it safe'' with management models that downplay sexuality, overlook class relations, and appear gender neutral; perhaps unwittingly negating female and multicultural perspectives. Critical scholars argue that Anglo-Eurocentric biases shape organizations and become normalized over time (Deetz & Mumby, 1990). Patriarchal effects among U.S. organizations are worst for women of color, ''because they disappear in the gap between 'women' (often considered White) and 'minorities' (often considered male)'' (Reuther & Fairhurst,

	2000, p. 237). Indeed, the workplace represents a crossroads of labor market and personal interaction, offering an important social setting for examining lives of women of color—but unfortunately, experiences of Hispanics have eluded organizational scholars (Cox & Nkomo, 1990)" (p. 291). "Findings here revealed several challenges that Latinas face and identified effects, such as self-devised strategies for negotiating marginalization and de-valued status. Latina practitioners experience sexual discrimination by males of their ''own culture,'' alienation by Latinas and other women of color in their communities, ethnic discrimination by Anglos, and extortion by reporters. Such socialized participation in hegemonic structures suggests a starting point for hypothesis testing of a gender-ethnicity construct in organizations" (p. 306).

Reference

Dozier, D.; Sha B. L., & Okura, M. (2007). How much does my baby cost? An analysis of gender differences in Income, Career Interruption, and Child Bearing. *Public Relations Journal* 1(1), 1-16.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	n/a
Keywords **(5-7)**	• Salaries • Gender • Public Relations • Family leave • Professional Experience
Key Highlights **(3-5 – be brief in the summary)**	• Women earn lower salaries than men • Women have fewer years of experience than men • Professional experience (in years) is positively correlated with income • Women practitioners make significantly less income than men, even after controlling for the influence of professional experience • Women practitioners do not have longer mid-career breaks from work than do men practitioners
Theory Used **(indicate if none)**	**Theory Name:** Aldoory, L., & Toth, E.L (2002). Gender discrepancies in a gendered profession: A developing theory for public relations. **Brief Theory Summary** • Theory identified eight factors that could explain why gender differences exist, these are: socialization, sex discrimination and sexism, unrealistic expectations of women who balance family and work, biological determinism, skill differentials, favouritism toward men due to their low numbers, type of organization influences access to promotion, gender discrepancies in promotion do not exist.
Application of Article to Practice **(3-5 – be brief in the summary)**	• The present study show that large income differences remain after differences in professional experience are controlled statistically and the difference in professional experience between men and women practitioners is narrowing.
Key citations from the article	"This study did not address the impact of women leaving the public relations profession altogether when they have children. In survey after survey, women practitioners tend to be younger and to have fewer years of professional experience than men. Some of this can be accounted for by the shift of practice from male majority to female majority. But some of the differences in aggregate professional experience of men and women practitioners might be accounted for by the phenomenon of women leaving public relations to bear and raise children and then never returning to our fast-paced, high-stress, demanding field" (p. 11).

Reference

Mendoza, S. M. (2007). En torno a la investigación en relaciones públicas. *Revista Latina de Comunicación Social 62,* 102 - 116.

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	The investigation constitutes one of the forms to improve public relations continuously (RRPP). For that reason, this article bets to retake the investigation processes to consolidate the discipline and explains the types of investigation at great length (basic, introspective and applied) that is used in RRPP. Also it reflects on the approaches of investigation (pursuits of a created atmosphere, audits of public relations, audits in communication, ethnographies and the studies of case), the techniques (analysis of content, focal analyses of the speech, focus groups or survey), and the instruments (questionnaires, tests or experiments), that they must be used in this discipline. Part of the principle of which the investigation, in all its phases, is the transforming element of the public relations. Today it is not possible to start up a successful program of RRPP but leans continuously in the investigation. The investigation marks the viability of an RRPP program. The intuition, the inspiration and the improvisation, as only elements of support, must stay in the past and must be replaced by scientific research.
Keywords **(5-7)**	• Public relations • Research • Quantitative research • Qualitative research • Communication research • Audis of public relations • Public relations practitioner
Key Highlights **(3-5 – be brief in the summary)**	• There are three types of research in public relations are divided into basic, introspective and applied. • The investigations are grouped into two main paradigms: the quantitative and the qualitative, done with words. A third paradigm, the so-called mixed, tries to reconcile both the quantitative proposal and the qualitative. • One of the fundamental ways of public relations is through research
Theory Used **(indicate if none)**	**Theory Name:** **Brief Theory Summary** • •
Application of Article to Practice (3-5 – **be brief in the summary)**	• Research models in Public Relations • The importance of research on the viability of public relations • The techniques (analysis of content, focal analyses of the speech, focus groups or survey), and the instruments (questionnaires, tests or experiments) used in Public Relations.
Key citations from the article	"Si los paradigmas son las grandes perspectivas desde donde se miran las relaciones públicas, los enfoques, las técnicas, los instrumentos de

	investigación cierran el círculo de análisis en torno al objeto de estudio" (p. 11).

Reference

Yeomans, L. (2007) Emotion in Public Relations: a neglected phenomenon. *Journal of Communication Management* 11(3), 212-221.

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	This article explores the notion that, in order to instil and maintain confidence in relationships with clients, journalists and others, PR practitioners in the UK, and women in particular, are required to develop specific skills in managing emotion. It argues that, in providing a PR service, practitioners are performing the skills of emotional labour. The key questions for empirical investigation concern practitioners' feelings of self-identity, including gender identity in performing professional roles. A feminist paradigm is proposed using social constructionist methodological approaches.
Keywords **(5-7)**	• Women • Gender • Public Relations • United Kingdom
Key Highlights **(3-5 – be brief in the summary)**	• In emotional labour terms, accounts about learning to please within a public relations context are seemed as accounts of "surface acting" where friendliness in servicing clients, journalists and management is a requirement of the job • Changing oneself – intended to demonstrate deep acting but to show a recognition among interviewees that different "selves" • Clients and "contacts" (i.e. journalists) are considered to be more equal within a relationship allows emotional labour to have a positive outcome for the individual
Theory Used **(indicate if none)**	**Theory Name:** Aldoory's new feminist or "emancipatory" paradigm for PR theory-building **Brief Theory Summary** • Focuses on understanding gender, power and diversity through the examination of discursive practices and meaning-making between individuals in playing out their professional roles
Application of Article to Practice **(3-5 – be brief in the summary)**	• Uncovering of "tacit and uncodified skills" through empirical investigation could have implications for future public relations education and training
Key citations from the article	"There are just some of the issues in taking this study further, with the ultimate aim of exploring an important, but neglected aspect of professional activity. The findings of such a study should lead to a better understanding of emotional labour of PR practitioners, which in turn will enrich our understanding of PR as relationship management. In enabling PR professionals, and women in particular, to see how their emotional labour is performed, this study will lead to greater awareness of the emotional skills that are required within the practice. The uncovering of

	these skills could have implications for future PR education and training" (p. 219). "This article represents the early stages of thinking about emotion in public relations and asks whether the emotion management requirements in public relations provide clues as to why public relations is perceived as a career suitable for women and why women are perceived better at doing PR" (p. 213).

Reference

Algren, M., & Eichorn Campbell, K. (2007). Cognitive communication competence within public relations practitioners: Examining gender differences between technicians and managers. *Public Relations Review* 33(1), 77-83.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This article examined gender differences within public relations practitioners, of specific interest was the role that cognitive communication competence played within public relations managers and public relations technicians. Public relations practitioners completed a questionnaire that included the Duran and Spitzberg's. Toward the development and validation of a measure of cognitive communication competence. Participants self-identified whether they were a technician or a manager. Results showed that male public relations managers had significantly higher cognitive communication competence than male public relations technicians. However, the hypothesis that female public relations managers would have higher cognitive communication competence than female public relations technicians was not supported. Also, this study found no significant gender differences with levels of cognitive communication competence. However, female technicians have significantly higher cognitive communication competence than male technicians.
Keywords **(5-7)**	• Public Relations Roles • Cognitive Communication competence • Communication competence
Key Highlights **(3-5 – be brief in the summary)**	• Public Relations managers have higher cognitive communication competence than public relations technicians. • Male public relations managers have higher cognitive communication competence than male public relations technicians • Female public relations managers do not have higher cognitive communication competence than female public relations technicians
Theory Used **(indicate if none)**	**Theory Name:** Aldoory, L., Toth, L. (2002) Gendered discrepancies in a gendered profession: A development theory for public relations Broom, G.M. (1982) A comparison of sex roles in public relations **Brief Theory Summary** • Theory identified eight factors that could explain why gender differences exist, these are: socialization, sex discrimination and sexism, unrealistic expectations of women who balance family and work, biological determinism, skill differentials, favouritism toward men due to their low numbers, type of organization influences access to promotion, gender discrepancies in promotion do not exist. • Four roles are identified in the work of public relations professionals, these are the expert prescriber, the communication facilitator, the problem-solver, and the communication technician.

Application of Article to Practice **(3-5 – be brief in the summary)**	• The study gave quantitative support to the notion that something besides a lack of communication skills is holding women back from rising through the ranks in the PR profession.
Key citations from the article	"Cognitive communication competence seems to be a necessary component for managers in public relations. This study set out to measure the extent to which there is a difference between cognitive communication competence between public relations managers and technicians" (M. Algren, K.C. Eichhorn, p. 80). "The results of this investigation demonstrate that cognitive communication competency (CCC) fits into the equation of skills that public relations professionals need to do their jobs, whether they are managers or technicians. Overall, the findings of this study suggest that although managers are higher in CCC than technicians in general, and although male managers are significantly higher in CCC than male technicians, there is no significant difference between female managers and female technicians in CCC. Also, female technicians have significantly higher CCC than male technicians. Therefore, this study suggests that females have the necessary communication skills for promotion. However, gender inequities in the public relations industry still exist" (M. Algren, K.C. Eichhorn, p. 81).

Reference

Molleda, J. C. (2008). Contextualized Qualitative Research in Venezuela: Coercive Isomorphic Pressures of the Socioeconomic and Political Environments on Public Relations Practices. *Journal of Public Relations Research* 20, 49–70.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This contextualized qualitative research, conducted in Venezuela in July 2004, tests and introduces the concept of coercive isomorphism to Sriramesh and Vercic's (2003) global public relations theory. It does so by analyzing professional opinions and experiences concerning the status of the profession and how the country's socioeconomic and political environments impact the practice. Twenty-one top-level public relations professionals were interviewed for an average of 90 min each in the 2 largest cities: Caracas and Maracaibo. Venezuela is at a crucial, if not breaking, point in its history, as the majority of participants explain, due to conflicting political and social forces. Likewise, the impact of conflict is exerting pressure on the public relations profession and professionals
Keywords **(5-7)**	• Coercive Isomorphism • Public Relations • Political environment • Socio-economic and political aspects
Key Highlights **(3-5 – be brief in the summary)**	• The socioeconomic and political aspects that enable or constrain public relations are class stratification, vicious political culture, pure economics, mismanagement of the country's resources, the influence of transnational corporations, the size and activities in urban and commercial centres, and the personalized nature of government agencies. • The predominant mindset is that scarce resources need to be spent on more pressing needs that are central to an organization's activities and bring tangible results • The impact of the socioeconomic and political environments on public relations also varies depending on the type of organization carrying out the practice. • The faces in government constantly change in a political environment without clear rules for selecting and establishing minimum qualifications of government service.
Theory Used **(indicate if none)**	**Theory Name:** Sriramesh and Vercic's (2003) global public relations theory **Brief Theory Summary** • Identifies five contextual variables that influence the practice of the normative principles. The contextual variables are the political-economic system, societal and corporate cultures, the extent of activism, the level of development, and the media system. Vercic et al. (1996) studied the political–economic and cultural aspects of public relations in Slovenia, they also introduced assumptions regarding a country's level of economic development and the implications for public relations.

Application of Article to Practice **(3-5 – be brief in the summary)**	• Adds additional evidence to global public relations theory on how the contextual construct of the country's infrastructure` (i.e., socioeconomic and political environments) influences the evolution and practices of public relations.
Key citations from the article	"The consideration of public relations approaches is determined by the extent of change imposed by coercive isomorphic pressures as described by international strategic management scholars; that is, the practice conforms to external pressures and dominant institutions. In other words, organizations adapt public relations practices and corporate positions to the external social, political, and economic environments" (p. 66).

Reference

Aldoory, L.; Jiang, H.; Toth, E.L., & Sha, B-L. (2008). Is It Still Just a Women's Issue? A Study of Work-Life Balance Among Men and Women in Public Relations. *Public Relations Journal* 2(4), 1-20.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This study examined how work-life balance is perceived by male and female public relations professionals. Eight focus groups were conducted. Findings revealed a fluid and complex work-personal continuum affected by such factors as societal norms; organizational contradictions; new technology; professional identity; and parenthood. Practitioners expressed blame and guilt narratives. Several challenges to work-life balance were discussed, and various strategies for attaining balance were detailed.
Keywords **(5-7)**	• Women • Public relations • Work-life balance
Key Highlights **(3-5 – be brief in the summary)**	• New understanding of work-life balance is visible among PR practitioners • Societal pressure, contradictions between organizations policies and culture, the unpredictable nature of PR work, technology use, perceptions of professional identity, parenthood, and a timeshifting process that favours work are factors that influence work-life balance understanding.
Theory Used **(indicate if none)**	**Theory Name:** **/** **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	"Studying work-life balance is significant for the field of public relations. First, the prevalence of women in the field calls for a deep examination of gender conflicts related to work-life balance for men and for women. Negotiations made by practitioners between work and family might be dictating their perceptions about discrimination, job satisfaction, and lowered salaries. Second, public relations professionals are consumers of their own organizations' family-friendly policies, but they are also sometimes responsible for planning and implementing internal communication about organizational policies. Even when they are not specifically responsible for this, they often act as organizational communicators. Therefore, they must negotiate their organizational roles with their personal conflicts between work and life outside of work" (p. 1-2).

Reference

Janus, J. M. (2008). *Gender roles, leadership and public relations.* University of Missouri Columbia.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	None
Keywords **(5-7)**	• Women • Gender • Leadership • Public relations
Key Highlights **(3-5 – be brief in the summary)**	• There is a lack of knowledge among women about difficulties women face in progressing in their careers • Leadership styles depend on personality rather than gender, and thus some women can show dynamic leadership styles similar to men • Lack of flexibility for parents lead junior PR practitioners to think that they have to choose between leadership and personal life rather than seeing this as a choice imposed by agencies • Women and men use mentorship opportunities differently, women to vent about issues at work whereas men use it to discuss career opportunities.
Theory Used **(indicate if none)**	**Theory Name:** Feminist theory **Brief Theory Summary** • Differences in leadership styles and the influence of gender onto leadership styles
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	/

Reference

Aldoory, L.; Reber, B.; Bruce, B., & Toth, E. (2008). Provocations in public relations: a study of gendered ideologies of power-influence in practice. *Journalism and Mass Communication Quarterly* 85(4), 735-750.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Responses form 869 public relations practitioners were examined to see how female and male practitioners perceive and enact power-influence in public relations, including perceptions of power-influence, resources, preferred influence tactics, constrains on power, persuasive appeals, and what it means to "do the right thing" in public relations. Male and female practitioners shared similar definitions of power-influence in practice and similar beliefs in the value of personal advocacy and ethical appeals to influence decision making. Practitioners illustrated differences in the value of influence resources, choice on influence tactics, perceptions of constraints on practice, and style and vocabulary dissent.
Keywords **(5-7)**	• Influence • Power • Leadership • public relations • gender
Key Highlights **(3-5 – be brief in the summary)**	• Female and male practitioners perception of power-influence in public relations
Theory Used **(indicate if none)**	**Theory Name:** n/a **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• As the methodology is based on real respondents could be interesting if we would like to explore the perception of concepts such us power and influence in PR.
Key citations from the article	"Power is perceived different form men a women" (Aldoory, Reber, Berger & Toth, 2008, p. 746).

Reference

AlSaqer, L. (2008). Experience of female public relations practitioners in Bahrain. *Public Relations Review* 34, 77–79.

Required Element	AB Entry
Country	Bahrain
Author-provided abstract (indicate if none)	The research addressed the gap in the literature about the experience of public relations practitioners in the non-Western society of Bahrain. The research aims to contribute to public relations scholarship by using a qualitative approach to study the experience of Bahraini women working in public relations. It used open interviews with Bahraini PR practitioners who offered rich insights on their "experiences" as women working in PR in Bahrain. The interviewees talked about various types of challenges when working in public relations such as cultural marginalization, relationship with colleagues, social domination, and marginalization of PR function. The research suggests combined liberal and radical feminist strategies to improve the role of Bahraini women in public relations. It recommends social and organizational reforms, in addition to empowering women to utilize their personality traits, communication behaviors and management styles.
Keywords **(5-7)**	• Public relations • Arab women • Empowerment • Experience
Key Highlights **(3-5 – be brief in the summary)**	• Public relation perspective in Arabian women country of Bahrain
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• Great to explore other non-western regions
Key citations from the article	"Cultural change is challenging because it requires change in the cultural perspective of the Bahraini society not only the corporate culture. Therefore, change should start from the Bahraini society as both men and women should understand the new construction of their roles in the society"(AlSaqer, 2008, p. 79).

Reference

Dimitrov, R. (2008). Gender violence, fan activism and public relations in sport: The case of "Footy Fans Against Sexual Assault". *Public Relations Review* 34, 90–98.

Required Element	AB Entry
Country	Australia
Author-provided abstract (indicate if none)	This paper is based on the belief that online activism is essential for understanding the role and potential of public relations in modern campaigns. In relation to the issue of gender violence against women in football, analyzed and compared are the responses of two official, resource-rich organisations – the National Rugby League (NRL) and Australian Football League (AFL) – and an unofficial, resource-poor fan advocacy group, called Football Fans against Sexual Assault (FFASA). In cooperation and conflict with the leagues, FFASA positioned itself in the market place, taking the widely unoccupied niche of "fan advocacy"—different from "expert advocacy" or "player advocacy". The article discusses in more detail the major strategy of the group, the Purple Armband Games, which carries many elements of cutting-edge public relations such as advocacy as third-party endorsement; "fan activism" as empowering of "expert advocacy"; "symbolic outsourcing" of participants by facilitating their mode of engagement, the "emblematic richness" of the purple armband symbol, the "oneness" of which overcomes any confrontational dualism.
Keywords **(5-7)**	• Gender violence prevention Fan advocacy • Online activism • Sport • Policy • Public relations • Media
Key Highlights **(3-5 – be brief in the summary)**	• Online activism in public relations • Applied vision to the rugby sport
Theory Used **(indicate if none)**	**Theory Name:** None **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• It can be used as a very specific example of a sports case in the online sphere.
Key citations from the article	/

Reference

Horsley, J. S. (2009). Women's contributions to American public relations, 1940-1970. *Journal of Communication Management* 13(2), 100-115.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Purpose – This paper seeks to map the employment of female professionals to create a collective biography of women in US public relations from 1940-1970. It aims to suggest that women were active leaders in many areas of public relations, despite the exclusion of women from most historical accounts. Design/methodology/approach – The author completed a content analysis of a women's professional directory published in 1970. This directory summarizes women's accomplishments during this critical time period in the development of the public relations profession. The sample of 520 entries was analyzed for demographics and career statistics in relation to social perceptions that prevailed during this timeframe. Findings – The paper offers empirical insights into the work of female public relations practitioners. It quantifies employment in managerial and technical positions in a variety of industries, charts the trends in employment, and offers support for theoretical explanations for why women were essentially invisible in public relations publications and historical records. Research limitations/implications – The findings from this research are limited in that they are based on a directory full of self-reported success stories. Therefore, additional research is needed before these results can be generalized to the population under study. Originality/value – This paper creates a collective biography of women in public relations that complements the research that has been done on a few individual women. This research contributes to a more robust explanation of the development of US public relations.
Keywords **(5-7)**	• Public relations • Women • United States of America
Key Highlights **(3-5 – be brief in the summary)**	• Contributes to the genealogy/history of female employment in the field of public relations and, therefore, to the genealogy/history of public relations. • Solid methodology: quality data and analysis of them adapted to the standards / social perceptions of the time from which the data come. • Collective biography • Interesting tour of literature and references through popular culture and the media of the time. • The parallelism between the social situation of women in the USA during the time and their situation in the public relations market. • Intertwines issues of gender and work.
Theory Used	**Theory Name:**

(indicate if none)	● Feminization theory ● Aldoory and Toth's (2002) gender correction theory **Brief Theory Summary** Explained in other entries
Application of Article to Practice (3-5 **– be brief in the summary)**	• Comparison with the current situation of women in the public relations industry. • Qualitative development of research (discourse analysis, in-depth interviews ...). • Answer the final questions posed by the author after the study. • Replicate study in other countries.
Key citations from the article	"The findings from this preliminary investigation show that women were very much involved in public relations work at all levels, despite their absence from the trade publications that represented their own profession" (Horsley, 2009, p. 113) . "Several women demonstrated how they started their careers in traditional women's occupations and used their knowledge and skills to get into communications work. Kay Singer Berger graduated from UCLA in 1961 with a degree in home economics, and later became an account executive for the Harshe-Rotman & Druck, Inc., consulting agency in Los Angeles. Inez Yeargan Kaiser used her experience gained while teaching home economics from 1950 to 1964 to launch her own public relations consultancy in Kansas City, Mo. Elizabeth Wilson, from Rocky Mount, North Carolina, used her home economics and dietician training to become the director of Growers' Peanut Food Promotions in 1967" (Horsley, 2009, p. 112).

Reference

Rakow, L. F., & Nastasia, D. I. (2009). Feminist Theory of Public Relations: An Example from Dorothy E. Smith. In – Oyvind, I.; van Ruler, B., & Frederiksoon, M. (eds.) *Public Relations and Social Theory*. London: Routledge.

Required Element	AB Entry
Country	Canada
Author-provided abstract (indicate if none)	None (book chapter)
Keywords **(5-7)** **(not present in the original article)**	• Public relations • Women • feminism • Dorothy E. Smith
Key Highlights **(3-5 – be brief in the summary)**	• Dorothy E. Smith was a sociologist who wrote about feminism and sociology and argued that sociology needs to be for the people rather than about the people • Authors apply the above to public relations and feminist theory
Theory Used **(indicate if none)**	**Theory Name:** / **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	/

Reference

Pitkänen, V. V. (2009). *The gender perspective in the training and recruitment of Finnish civilian crisis management experts.* Helsinki: Crisis Management Centre Finland YEARBOOK.

Required Element	AB Entry
Country	Finland
Author-provided abstract (indicate if none)	The urgency of promoting the gender perspective in international crisis management is a goal mandated globally through a number of resolutions, political activity programmes and recommendations. This article deals with the challenge of implementing the gender perspective in the work of the Crisis Management Centre, Finland (CMC). It examines the manifestation of the gender perspective within CMC's activities from two angles: the number of recruited women as emphasised by the United Nations Security Council Resolution 1325 and the implementation of the gender perspective in CMC training.
Keywords **(5-7)**	• crisis management • gender • Crisis Management Centre • Finland • recruitment
Key Highlights **(3-5 – be brief in the summary)**	• Promotion of the gender perspective in international crisis management • Implementation of the gender perspective in CMC training
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice (3-5 **– be brief in the summary)**	• The UNSCR 1325 and the Finnish National Action Plan on 1325 in CMC's activities strongly emphasize the need to increase female participation in crisis management • Gender mainstreaming does not only imply increase in the number of women working in CMC activities but also introduce the gender perspective into Finnish civilian crisis management
Key citations from the article	"Gender mainstreaming is the integration of the gender perspective into every stage of policy processes – design, implementation, monitoring and evaluation – with a view to promoting equality between women and men. It means assessing how policies impact on the life and position of both women and men – and taking responsibility to re-address them if necessary. This is the way to make gender equality a concrete reality in the lives of women and men creating space for everyone within the organisations as well as in communities – to contribute to the process of articulating a shared vision of sustainable human development and translating it into reality" (Wetterskog, 2007; Moser & Moser, 2005) (p. 24). "The theory of gender sees that the role of the individual in relation to the environment in which he/she lives, works, studies or conducts other related activities is too complex to be defined solely by biology. What is believed,

	men and women, boys and girls of diverse societies in different times are dissimilar not because they are biologically different, but because the social construction in a given culture, time, and place defines and redefines their roles in different ways. These roles are not fixed but learned and negotiated, as well as often contested. Besides differences between the roles of women and men, roles among women and men fluctuate, and both women and men may combine different roles individually over time or even simultaneously (Bouta 2004: 4; Valasek, 2008)" (p. 25).

Reference

Porter, L.; Sweetser, K., & Chung, D. (2009). The blogosphere and public relations: Investigating practitioners' roles and blog use. *Journal of Communication Management* 13(3), 250-267.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Purpose – The purpose of this paper is to examine the perception and adoption of blogs among public relations practitioners and how blog use relates to roles and status. Design/methodology/approach – A national e-mail survey of 216 US public relations professionals was used. Findings – While blog use was similar to national audiences, practitioners were maintaining mostly personal blogs and using blogs professionally at low levels. Furthermore, women lagged behind men in the strategic use of blogs. Finally, cluster analysis challenged Porter and Sallot's roles typology, reverting to the previous manager-technician dichotomy. Practical implications – While practitioners use blogs at a similar level to that of the general population, they may be missing an opportunity to reach publics directly both through blogging and placing stories in blogs. Originality/value – The paper provides an early look at an emerging technology that most practitioners agree will have a substantial impact on the industry.
Keywords **(5-7)**	• Public relations • Internet • Management roles • Communication technologies
Key Highlights **(3-5 – be brief in the summary)**	• Addressing a current issue such as new technologies and the Internet, applied to new professional uses in the public relations sector. • Gender perspective application • Use of new technologies in the study methodology itself. • A wide and detailed description of the sample used for the empirical study
Theory Used **(indicate if none)**	**Theory Name:** Gender theory **Brief Theory Summary** Explained in other entries
Application of Article to Practice **(3-5 – be brief in the summary)**	• Qualitative analysis of the contents of the blogs of the professionals of the sector, taking into account their differences in gender, age and position / professional role, among others. • Qualitative analysis of the reactions/comments in the blogs of public relations professionals.
Key citations from the article	"Previous work, such as that done by Porter and Sallot (2003), indeed examined the use of the World Wide Web among practitioners, but their study was conducted on a tool with several different uses (e.g. e-mail, web

	pages, searching) at a time when the tool was ubiquitous and well-integrated into daily public relations practice. The present study, however, allows researchers to look at a tool with a very specific use before it is widely adopted to determine what impact roles and use have regarding the tool" (p. 262). "Practitioners seem to follow Rogers' (2003) predictable patterns in adopting technology. They wait until the general population has adopted a tool before fully embracing it. Both managers and technicians seem to be taking a "wait and see" attitude toward blogs, much like they did in the early days of the World Wide Web. Building on the work of others, we expect as adoption of such tools become more prevalent and ubiquitous, differences in use will evolve based on roles" (p. 264).

Reference

Bernardi, R.; Bosco, S., & Columb, V. (2009). Does Female Representation on Boards of Directors Associate with the 'Most Ethical Companies' List. *Corporate Reputation Review* 12, 270–280.

Required Element	AB Entry
Country	Global (Western focus)
Author-provided abstract (indicate if none)	This study examines the association between the number of women directors on a company's board of directors and the company's appearance on Ethisphere Magazine's 'World's Most Ethical Companies' list. This research extends the work of Bernardi et al. (2002) on female directors in Fortune 500 companies and Bernardi et al. (2006) dealing with the association between female representation on corporate boards of directors and Fortune's 100 'Best Companies' list. We found that having a higher percentage of women on the board of directors of a Fortune's 500 company associated with the corporation being listed on Ethisphere Magazine's 'World's Most Ethical Companies' list.
Keywords **(5-7)**	• boards of directors • ethics • women in management • fortune's list • ethosphere magazine
Key Highlights **(3-5 – be brief in the summary)**	• Analysis of the number of women directors on a company's board of directors and the company's appearance on Ethisphere Magazine's 'World's Most Ethical Companies' list
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• Can be interesting as an example of PR in the media relating to ethics.
Key citations from the article	"We found that the percentage of women on boards of directors of companies on the World's Most Ethical Companies list and the Fortune 500 list is significantly more than the percentage of women on the boards of directors of Fortune 500 companies in general" (p. 276-277).

Reference

Beurer-Zuellig, B.; Fieseler, C., & Meckel, M. (2009). A descriptive inquiry into the corporate communication profession in Europe. *Public Relations Review* 35, 270–279.

Required Element	AB Entry
Country	Europe (general)
Author-provided abstract (indicate if none)	This paper explores the educational backgrounds, work activities, remuneration and job satisfaction of European communication professionals. Based on factor analysis of a sample of 1410 European communicators, five major work activities are identified: lobbying external constituencies, advising and reviewing policies, positioning the firm in the marketplace, and external and internal facilitation. Using analysis of variance between groups, we argue that some of the more technical work activities are predominantly conducted by female communication professionals, whereas managerial activities are predominantly performed by their male counterparts. As will be shown, while educational background does not differ between genders, salaries as well as job satisfaction do; likewise, there are differences in respect of educational background, salaries, and job satisfaction.
Keywords **(5-7)**	• Communication professionals • Europe • Gender discrepancies • Human resources • Work activities
Key Highlights **(3-5 – be brief in the summary)**	• Educational backgrounds • Remuneration and job satisfaction of European communication professionals • Technical work activities are predominantly conducted by female • Very illustrative on the human resources perspective
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** **n/a**
Application of Article to Practice **(3-5 – be brief in the summary)**	• It is ok to compare the Europe situation with the rest in terms of job/work issues: payment, work performed… All about human resources
Key citations from the article	"While the average annual salary of a full-time communication professional in our sample is 75,000 Euros, Eastern Europeans have an average income of 45,000 Euros, earning 30,000 Euros less than their counterparts. The gap between Eastern and Western countries is further illustrated by the European top earners, namely, those from the UK and Ireland and from German-speaking countries; these participants are able to command an average income of 85,000 Euros. Presumably due to attractive compensation, Scandinavian as well as German-speaking participants

	display the highest job satisfaction within our sample. Overall job satisfaction is very high amongst European communication professionals, though female communication professionals tend to be less satisfied with their job than their male counterparts" (p. 278). "Our data suggest that in the communication profession, women are earning less than men for the same position" (p. 278). "[…] managerial activities such as advisory and lobbying functions are more often performed by males, whereas technical functions concerned with marketing and internal communication functions are more often completed by female" (p. 278).

Reference

Coleman, R., & Wilkins, L. (2009). The Moral Development of Public Relations Practitioners: A Comparison With Other Professions and Influences on Higher Quality Ethical Reasoning. *Journal of Public Relations Research* 21(3), 318-340.

Required Element	AB Entry
Country	EU
Author-provided abstract (indicate if none)	This study gathered baseline data on the moral development of 118 public relations professionals. The respondents scored 7th highest among all professionals tested. They performed significantly better when the ethical dilemmas were about public relations issues than when they were not, indicating domain expertise on ethical issues. No significant differences were found between men and women, or managers and nonmanagers. There were significant correlations between moral reasoning and several variables including political ideology and fundamental=liberal religious views.
Keywords **(5-7)**	• Ethics • Management • Public relations • Professionals
Key Highlights **(3-5 – be brief in the summary)**	• Strengths • It shows that PR is an ethical profession
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• Can be useful if we take into account the moral issues in general not from a gender perspective
Key citations from the article	"[…] public relations professionals are good ethical thinkers, showing simi- larity to other professionals with comparable levels of education such as journalists, nurses, and dental students" (p. 335).

Reference

Creedon, P. J. (2009). Public Relations and "Women's Work": Toward a Feminist Analysis of Public Relations Roles. *Public Relations Research Annual* 3(1-4), 67-84.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	It is a chapter and this chapter is questioning the role of women in public relations. It explores the feminization concept and the role of women in the PR Jobs. The goal of the chapter is to stimulate discourse about societal values and assumptions that support attempts to construct the meaning of «feminization» in public relations (see the key citations below).
Keywords **(5-7)**	• public relations • feminization • management
Key Highlights **(3-5 – be brief in the summary)**	• It explores the feminization concept and the role of women in PR jobs
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• I think the theoretical vision of the author can be very applied to any analysis of women in public relations in general
Key citations from the article	"Why is the repetitive theme about the troubling paradox of «feminization» repeated as «news» each time the number of female workers exceeded the numbers of male workers in a previously dominated male occupation? A possible explanation comes from the sociologist Barbara Ruskin (1988).She suggested that «the primary method thugs which all dominant maintain their hegemony is by differentiating the subordinate group and defining it as inferior and hence meriting inferior meriting" (Ruskin, 1988, p. 58, cited from Creedon, 2009, p. 68). "Some have argued that women are clustered in the technician role because the skills required by this role attract them to it" (p. 73). "Transformation is an approach that a suggest that we need to to improve the condition of women (and cultural minorities) not only by changing their position within the existing system, but also by changing the terms of the system itself. To do this, we must re-vision -that is re-examine our assumptions about values ion a new, critical way - in our text books, pour

	lectures, our courses and our research" (Creedon, 1989a; 1989b, cited from Creedon, 2009, p. 80).

Reference

Edwards, L. (2009) Symbolic Power and Public Relations Practice: Locating Individual Practitioners in Their Social Context. *Journal of Public Relations Research* 21(3), 251-272.

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	This article applies Pierre Bourdieu's understandings of capital and symbolic power to the public relations environment, to establish a link between the practice of public relations and the social effects of the profession. A three- month case study in the corporate affairs team of a UK passenger transport operator revealed the manner in which the pursuit and maintenance of power is potentially present in all public relations activities. Bourdieu's framework connects individual practice with the social effects of public relations and gives practitioners and academics a new starting point for understanding the nature of power in public relations practice.
Keywords **(5-7)**	• Pierre Bourdieu • Symbolic Capital • Public relations
Key Highlights **(3-5 – be brief in the summary)**	• an application of the Bourdieu's theory
Theory Used **(indicate if none)**	**Theory Name:** • Pierre Bourdieu's capital and symbolic power **Brief Theory Summary** •
Application of Article to Practice **(3-5 – be brief in the summary)**	• Theoretical paper • n/a
Key citations from the article	/

Reference

McKinsey & Company (2009). *Women leaders, a competitive edge in and after crisis.* Retrieved from: https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Organization/Our%20Insights/Women%20matter/Women_matter_dec2009_english.ashx

Required Element	AB Entry
Country	France
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Women • Leaders • crisis
Key Highlights **(3-5– be brief in the summary)**	• The crisis hasn't stopped gender diversity initiatives, but progress is insufficient • Women leaders are a competitive edge in and after the crisis • The article says that leadership behaviours more frequently adopted by women leaders are critical to navigating through the crisis and beyond • The report provides interesting facts about the situation but only at a descriptive level
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• The report analyses the situation in the industry
Key citations from the article	/

Reference

Tilley, E. (2010). Ethics and gender at the point of decision-making: An exploration of intervention and kinship. *PRism* 7(4). Retrieved from: http://www.prismjournal.org/fileadmin/Praxis/Files/Gender/Tilley.pdf

Required Element	AB Entry
Country	New Zealand
Author-provided abstract (indicate if none)	"This article reports the results, by gender, of an international ethics survey that was tested with communication students in New Zealand in 2009. The findings signal gender differences in ethical decision-making, but also that both genders change their behaviour to select more ethical options when a kinship factor is involved. This suggests that feminist ethical theories that promote the value of concepts of relational interdependence to enhancing ethical thinking are relevant for both genders. The findings also point to the importance for organisations of facilitating and supporting diverse perspectives on ethical issues, and creating a culture of equality in which both genders feel able to speak out about ethical problems. The article explores some of the main implications of these findings for public relations practice."
Keywords **(5-7)**	• public relations • gender • ethical decision-making • kindship factor • feminist ethical theories • New Zealand
Key Highlights **(3-5 – be brief in the summary)**	• Males and females frequently differed in their responses to ethical scenarios. • In both public and organisational contexts, females were consistently more likely than males to choose to speak to an authority figure • These variances were particularly evident in workplace scenarios. • Females were consistently more interventionist than males in a range of circumstances. • These results convincingly belie the stereotype that females are more passive than males. • A kinship effect is influential on both male and female New Zealanders' ethics since, in a public situation, both genders change their answers • A sense of relatedness can be influential on ethical decision-making regardless of gender • Female students were equally or more likely to intervene in every scenario tested • It suggests that stereotypes about assertiveness and deference are changing.
Theory Used **(indicate if none)**	**Theory Name:** • feminist ethics • kindship factor as a concept **Brief Theory Summary** • Feminist ethics is based upon the premise that approaches to ethics vary by gender

	• kindship effect is the influence that a sense of literal or metaphorical relatedness has on ethical behaviour towards others
Application of Article to Practice (3-5 – **be brief in the summary)**	• For public relations practitioners involved in developing ethical standards and procedures for organisations, it is important to recognise diversity and responding to it with an inclusive, participatory process in which pluralism is supported and valued. • Importance of workplace gender diversity where men and women will bring different perspectives to the task of providing an organisation's 'ethical conscience'. • For example, an ethics code developed exclusively by men may be irrelevant, for example. • Ethics committees (such as those which consider allegations of wrong-doing and enforce sanctions) will need to have gender diversity in membership • Organisations should have gender-diverse ethics teams, rather than a single individual as ethics officer • Importance to create kinship feelings both within organisations and between organisations and the external environment • Importance of a collaborative, inclusive approach to determining and enforcing ethical standards which are based on the awareness of gender difference and appreciation of that diversity as a valuable resource for organisations • Proactive discussion of such stereotypes needs to be considered both by educators and by communication teams in the workplaces • Importance of having women at top managerial and strategic levels as well as men.
Key citations from the article	"For internal communicators working on organisational ethics, and public relations educators, the research suggests a process for focusing ethics teaching on staff or students' own lives, values and ethical concerns, through a participative workshop process to develop realistic ethical scenarios which can then be tested, followed by a discussion of the results, to tease out the implications of differences such as by gender" (p. 16).

Reference

Vardeman-Winter, J., & Tindall, N. T.J. (2010). If it's a women's issue, I pay attention to it": Gendered and intersectional complications in The Heart Truth media campaign. *PRism* 7(4). Retrieved from: http://www.prismjournal.org/fileadmin/Praxis/Files/Gender/VardemanWinter_Tindall.pdf

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	"This cultural study explores the nexus of cultural studies, knowledge production of communication campaigns, and intersecting identities to offer insight on how to better design meaningful campaigns for publics. This research examines how women understand, perceive, and interpret a heart health communication campaign. Fifty-nine women from various racial, ethnic, geographic, and socioeconomic backgrounds were interviewed. Women appreciated and critiqued the campaign according to role-fulfilment as family and community information-givers, tensions about race and gender representations, hegemonic health discourse, and communities' lived and everyday barriers. The study highlights the limitations of traditional campaign segmentation approaches, demonstrates the need for exploring cultural meaning-making at the beginning of campaign development, and stresses the importance of studying intersectionality of identities in mediated environments."
Keywords **(5-7)**	• public relations • women • Cultural groups • Race and gender representations • Intersectionality of identities • Health communication campaign • The USA
Key Highlights **(3-5 – be brief in the summary)**	• highlighting the hegemony of national health campaigns • emphasising the limitations of traditional segmentation approaches • demonstrating the need for exploring cultural meaning at the beginning of campaign development • stressing the importance of studying intersectionality of identities in mediated environments • The women believed their identities impact their reading of the health campaign through their role-fulfilment as family and community information-givers • They felt reflective tensions of race and gender representations • They experienced a struggle between hegemonic health discourse and community's lived barriers • The effects of a systemic health campaign cultural miss are: (a) essentialisation of cultural groups, (b) neglect of intersectional lived experiences, (c) incongruent understandings of 'common sense', and (d) an emergence of counterhegemonic practices (which may or may not be healthy) • Need to pursue more meaningful segmentation theories
Theory Used **(indicate if none)**	**Theory Name:** Theory Name: • cultural studies

	• hegemony • intersectionality and identity **Brief Theory Summary** • Cultural studies examine the never-ending tension social groups experience in self- identification in relation to external – possibly contradictory – forces • Conducting cultural studies of public relations campaigns is relevant to determine the dominant meanings of perpetuated and resisted by opposing social forces. • Hegemony is the process by which privileged meanings are fortified in society to sustain political and economic systems • Not to isolate gender as a prevalent identity. • Gender is incorporated as one identity among others in an intersectionality framework • To study how publics' identities simultaneously intersect
Application of Article to Practice (3-5 – **be brief in the summary)**	• Directing communication first to the marginalised groups experiencing health disparities in order to learn more about the complications marginalised groups live in adhering to health campaign suggestions • The necessity to learn the complicated nature about health in women's everyday lives, in order to change health behaviours • Campaign designers can use this data to craft messages more thoughtfully for women from racial minorities. • Communicators should also suggest behaviours that do not take much time to conduct; they should contextualise the information within everyday barriers
Key citations from the article	"…women also critiqued the campaign based on their perceptions that the campaign essentialises women and does not consider the everyday intersections that create barriers for them against changing their health behaviours. Participants provided ways that messages could speak to them better, which constitute counterhegemonic readings that behove campaign producers to adapt future campaigns" (p. 9). "What may have seemed like common sense to campaigners (e.g., cooking vegetables) translated into a 'miss' for some participants (e.g., recipes do not account for making cultural foods healthy, the limited time women have to prepare healthy foods, and the prohibitive cost of healthy foods). Also, hegemonic meanings of health included that identities are universal (e.g., all Black women portrayed were light-skinned), identities are singular and additive (e.g., Latinas' varying socioeconomic statuses were un-discussed), and identities are based primarily on demographics (e.g., women portrayed as raced, aged, or gendered, but not as information-givers or community envoys)" (p. 9).

Reference

Verhoeven, P., & Aarts, N. (2010). How European public relations men and women perceive the impact of their professional activities. *PRism* 7(4). Retrieved from: http://www.prismjournal.org/fileadmin/Praxis/Files/Gender/Verhoeven_Aarts.pdf

Required Element	AB Entry
Country	Europe
Author-provided abstract (indicate if none)	"Starting from the theoretical perspective of gendered discourses, a secondary analysis of the data from the European Communication Monitors of 2008 and 2009, an annual survey about trends in the profession of public relations, was conducted on gender differences. The pilot study shows that female public relations professionals in most of Europe perceive their organisational influence to have less impact than those of men on the strategic decision making and planning of their organisations. Secondly, we found that female professionals value social media and social networks more than their male colleagues. Social media could therefore work to empower the female approach to the public relations profession."
Keywords **(5-7)**	• public relations • women and men • social media • information and communication technologies • power and perception of power • empowerment • Europe
Key Highlights **(3-5 – be brief in the summary)**	• To explore the data of the European Communication Monitors of 2008 and 2009 on possible perceptual differences between male and female professionals on their influence on the organisation and the importance of social media and social networks for PR • Male public relations professionals perceive themselves as being taken more seriously by senior management in their organisation than female professionals do. • These perceptions may lead to unequal distributions of gender roles in the organisation. • Men and women think similarly about the topical importance of social media like blogs and podcasts. But men and women thought differently about the future importance of social media • Public relations women use online communities more than men to execute two-way communication and to strengthen resources and competencies. • Social media could empower public relation females, since women may have stronger feelings for social media than men. Female professionals value social media and social networks more than men, and the difference seems to be growing.
Theory Used **(indicate if none)**	**Theory Name:** Three main concepts are used: • Constructed realities • Interpretative communities

	• Gendered issues of public relations **Brief Theory Summary** • In a constructed perspective, the reality is interpreted, constructed, enacted and maintained in, through and by conversations a discourses • Interpretative community is a group of like-minded individuals who share similar assumptions about how things should be understood. There are gender differences in ways of speaking, and of experiencing several aspects of their profession • Men and women working in the domain PR have different perceptions and experiences with regard to several aspects of their profession • Not mentioned in the article • To change the background conversations that feed stereotyping and stigmatisation in the PR by helping PR professionals being more aware of the gender issues in their gendered profession
Application of Article to Practice (3-5 – **be brief in the summary)**	• Not mentioned in the article • To change the background conversations that feed stereotyping and stigmatisation in the PR by helping PR professionals being more aware of the gender issues in their gendered profession
Key citations from the article	"Recent studies from the Netherlands on the competencies and characteristics of people who often use social media show that these people tend to be 1) social, 2) involved, 3) dedicated, 4) seeking intimacy and 5) media-smart (Boschma & Groen, 2008; Veen, 2009). These people believe that cooperation is beneficial, everyone is equal, everyone can learn from others and learning by doing is more productive (ibid, 2008; 2009). Such skills, competences and experiences are clearly connected to what is perceived as a female style of communication (Tannen, 1994). Women may feel more comfortable using social media because these tools help them accomplish their communication goals while maintaining intimacy. By using social media for communication, they will become more experienced and skilled in the use of these media, which will make the gap between men and women in the use of social media bigger" (p. 5). "The different perceptions of male and female professionals about their influence on senior management and the different interpretive communities that exist about this in organisations could be explained by the different ways of expression of men and women as Tannen (1990) noted. These differences could also be explained by the constant confirmation and reproduction of the idea that public relations women have less influence than public relations men, and we might be able to observe here the cycle of powerlessness (Grunig et al., 2001) for public relations women in management" (p. 12).

Reference

White, G. (2010). Does gender matter? *Prism* 7(4). Retrieved from: http://www.prismjournal.org/fileadmin/Praxis/Files/Gender/White.pdf

Required Element	AB Entry
Country	Australia
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Men in public relations
Key Highlights **(3-5 – be brief in the summary)**	• Testimonies of men working in a different sector of PR (technology, corporate, consumer, public affairs, pharmaceutical, employee communication)
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	/

Reference

O'Byrne, S. (2010). Clothing and gender in the workplace. *Prism* 7(4). Retrieved from: https://www.prismjournal.org/uploads/1/2/5/6/125661607/v7-no4-v1.pdf

Required Element	AB Entry
Country	Australia
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Testimony • Public relations practitioner • Gender • Clothing strategies • Visual image
Key Highlights **(3-5 – be brief in the summary)**	• Variation of the professional "uniform" between men and women in the world of communication and public relationship and its consequences on professional credibility, at three different times of the profession • Examples in the heavily-male-dominated industries of investment and financial reporting • Easy to understand • It's a very short article (4 pages) based on a personal professional of a journalist and a public relations practitioner (woman who has been working in this area for 15 years). • The author identified three periods in the study of women's clothing strategies: dressing to stand out (in the early 1990s), women as ornaments, women as sexual objects (in more recent years)
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• The text shows the relevancy of studying non-verbal communication, particularly the ways of wearing clothes, in workplaces to understand the balance of power between men and woman.
Key citations from the article	"The vast majority of men with whom I have worked and observed wear some variation of the professional "uniform" -suits, shirts and ties- while women are a much more varied bunch, with a significant number more likely to wear "statement" clothing as part of their expression of self" (p. 1). "Like a peacock, this show of feathers can be overwhelming and distracting part of the first impression formed in a professional situation, particularly in the world of communication and public relations, where understanding the impact of visual image is an element of the job. It can also make gender a far more prominent part of the first impression" (p. 1).

Reference

Tsetsura, K. (2010). How female practitioners in Moscow view their profession: A pilot study. *Public Relations Review* 36(1), 78-80.

Required Element	AB Entry
Country	Russia
Author-provided abstract (indicate if none)	"This pilot study investigated how female public relations practitioners in Moscow, Russia perceived their profession. The findings suggest that perceptions of public relations as a service-oriented profession are deeply rooted in the patriarchal tradition of the Russian society. In addition, results demonstrated that Moscow female practitioners articulated both advantages and disadvantages of viewing public relations as a service-oriented profession in Russia. "
Keywords **(5-7)**	• construction of public relations • service profession • gendered profession • Russia
Key Highlights **(3-5 – be brief in the summary)**	• The number of women is increasing in public relations • This study was to understand how female practitioners in Moscow see their profession • How the profession of public relations is understood in one of the largest public relations markets in Eastern Europe and in the single largest city in Russia, Moscow. • Findings demonstrated that women consciously saw public relations as a service profession. Interviewed women believed this view, on one hand, hurt them as professionals and on the other hand helped them to succeed in their work. Such construction of public relations as a service profession contributed to certain negotiating strategies by female practitioners in Russia: educating, sacrificing, compromising
Theory Used **(indicate if none)**	**Theory Name:** Not clearly explained (this article is published in a "research in brief" section and is two pages long) • Service as a concept **Brief Theory Summary** • Strongly connected with sacrificing
Application of Article to Practice **(3-5 – be brief in the summary)**	• Not mentioned in the article • Newly emerging markets need to realize which stereotypes and perceptions exist about the profession so that they can effectively address them
Key citations from the article	"Specifically, interviewees listed three advantages that female public relations practitioners in Russia have over male practitioners: (1) women are better able to educate clients; (2) women are better in sacrificing and saving face techniques, and (3) women can better compromise. Each of

	these advantages is closely connected to traditions of service professions in Russia and a patriarchal societal structure (Buckley, 1997)" (p. 79). "Sacrificing was another advantage practitioners identified. Sacrificing, a cultural characteristic of Russian women (Lissyutkina, 1993), helped them to effectively implement "saving face strategies" with clients. Sacrificing and saving face techniques are indicators of the place of female professionals in the Russian patriarchal society. Interviewed women said they use these techniques to their advantage" (p. 79).

Reference

Jin, Y. (2010). Emotional leadership as a key dimension of public relations leadership: a national survey of public relations leaders. *Journal of Public Relations* 22(2), 159-181.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This article examines the core emotional traits and skill for effective public relations leadership. It shows that transformational leadership was preferred by public relations leaders, in which empathy played an essential role. The findings of the quantitative survey advance the understanding of how emotional skills enhance public managers' employee and top management communication in decision-making conflicts.
Keywords **(5-7)**	• Public relations • Leadership • Emotion • Management • Quantitative survey
Key Highlights **(3-5 – be brief in the summary)**	• This article presents two models of leadership (transformational and transactional) and shows their intersections with daily management functions • The proof of the linkage between management and emotion • Sample: 1,970 printed questionnaires mailed to a systematic random selection of public relations professionals (several positions, different types of organizations); a response rate of 6.3%. • How emotional skills enhance public managers' employee and top management communication in decision-making conflicts
Theory Used **(indicate if none)**	**Theory Name:** Emotional leadership theory Contingency theory **Brief Theory Summary** • Definition of transformational leadership approach • Definition of transactional leadership approach • Linkage between strategic conflict management, individuals' characteristics (gender, length of professional experience, etc.), organization's characteristics, and public relations department characteristics. • Transformational leadership approach (included emotions, values, ethics, and long-term relationships, followers' motives, needs, and satisfaction) ≠ transactional leadership (being in control, the offering of rewards for good work). • Linkage between strategic conflict management, individuals' characteristics (gender, length of professional experience, etc.), organization's characteristics, and public relations department characteristics.
Application of Article to Practice **(3-5 – be brief in the summary)**	• This article proves that managerial leadership involves emotions, values, ethics, and long-term relationships (in managing both employee and top management communications). And it shows that these practices that included emotional traits are not restricted to women practitioners.
Key citations from the article	"Among the five dimensions of leadership (i.e., self-dynamics, ethical orientation, relationship building, strategic decision making, and

	communication knowledge management) identified by Meng (2009), the emotional aspect of excellent public relations leadership is implied in the self-dynamics dimension, which is closely related to public relation leaders' self-insight, shared vision, and team collaboration (Meng, 2009). Empathy has been identified as the most important emotion for transformational leadership (Salovey & Mayer, 1990), which is defined as the ability to comprehend another's feeling and to reexperience them oneself" (p. 163). "As far as PR leaders' conflicts stances toward employees were concerned, transformational and gender played important roles: Their action-based accommodation toward employees (…) could be predicted by transformational leadership (…) and slightly by gender (…), their qualified-rhetoric-mixed accommodation toward employees (…) could be predicted by transformational leadership (…) and gender (…). It suggested that female leaders tended to make more accommodative stances toward employees in decision-making conflicts. (…). It suggested that PR leaders with more experience and more empathic were likely to take less accommodative action-based stances toward top management. Gender (…) was the only predictor of PR leaders' qualified-rhetoric-mixed accommodation toward top management (…), which suggested that female leaders were more likely to express accommodative stances in front of top management" (p. 173-174).

Reference

Yeomans, L. (2010). Soft sell? Gendered experience of emotional labour in UK public relations firms. *PRism* 7(4), 1-14. Retrieved from: http://www.prismjournal.org/fileadmin/Praxis/Files/Gender/Yeomans.pdf

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	"Few studies have examined the construction of gender identity in public relations consultancies or agencies, and fewer still from a critical perspective. Using emotional labour theory as an analytic framework (Bolton, 2005; Hochschild, 1983), this paper explores how public relations consultants negotiate professional relationships with clients, journalists and colleagues. Emotional labour is defined as "the management of feeling to create a publicly observable facial and bodily display; emotional labor is sold for a wage and therefore has exchange value" (Hochschild, 2003, p. 7). Emotional labour theory is relevant to all occupations that a) require a high level of emotion management b) are gendered occupations and c) are part of a service industry, including professional services. Public relations agencies or firms meet these three criteria. Ten interviews with five UK public relations consultants were analysed, together with participants' online diaries and CVs. Using phenomenological research principles, the aim of the study was to learn how participants experienced and understood their everyday practices in managing professional relationships. While most participants ascribed to a gender-neutral professional identity, in keeping with the professional discourse of 'masculinity' (Bolton & Muzio, 2008; Marsh, 2009), it is argued that feminine relational approaches are deployed as organisational and professional resources to win and keep clients and serve to reinforce participants' identities as public relations professionals."
Keywords **(5-7)**	• construction of gender identity in PR • emotional labour theory • gender • UK
Key Highlights **(3-5 – be brief in the summary)**	• how identities and emotions are negotiated in service environments. • questions the exploitation of feminine emotion as a resource within service organisations. • how public relations consultants experienced, practised and understood professional relationship management with clients, journalists and colleagues. • Professional and agency feeling rules emphasise 'enthusiasm' and 'passion' to 'make the client happy' • Public relations consultants, and especially women, seek out public relations work as a means of expressing their self-identities as 'friendly' or 'sociable' people. • the women participants ascribed to a gender-neutral professional identity that rejected the 'PR girl' stereotype, suggesting a shared liberal feminist belief of individual identity being recognised and rewarded within a competitive workplace. • public relations agencies consciously and instrumentally deploy emotional labour as a resource, mostly performed by female consultants, to win and keep clients.

	• discourses of public relations may also emphasise 'toughness', 'aggression' and 'determination' for a male public relations consultant, working within a female-dominated profession, to construct the work as masculine. • an emotional 'ecology' may exist in public relations firms, which requires differential emotional tasks being assigned to men and women in response to the demands and gender role expectations of clients.
Theory Used **(indicate if none)**	**Theory Name:** • Emotional labour • gender • feminist public relations literature **Brief Theory Summary** • "the management of feeling to create a publicly observable facial and bodily display; emotional labor is sold for a wage and therefore has exchange value" (Hochschild, 2003, p. 7) • gender as an aspect of identity which is repeatedly performed and embodied; gender is what people do, not have. • raises questions related to the complexity of women's identity construction within public relations firms.
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	"Unlike lawyers or doctors, perhaps, public relations agency professionals have a particular challenge: on the one hand they have to live up to the idea of the 'trusted professional consultant' who offers good advice to clients and newsworthy stories to journalists; and on the other hand, disassociating themselves from the stereotypes of the public relations agency world that participants felt gave the profession a poor reputation" (p. 9). "However, while relational practices in terms of gender performance may appear as feminine, drawing on participants' 'socialised selves' as women, these practices were framed, for the most part, within the masculine discourse of the 'objective professional'" (p. 11).

Reference

Johnston J. (2010). Girls on screen: How film and television depict women in public relations. *PRism* 7(4). Retrieved from: https://www.prismjournal.org/uploads/1/2/5/6/125661607/v7-no4-a5.pdf

Required Element	AB Entry
Country	Australia
Author-provided abstract (indicate if none)	This article explores how women in public relations have been depicted in the popular forms of film and television. It focuses primarily on film and television, analysing women in a variety of public relations roles in the 1990s and 2000s. It is based on two samples: the first provides a composite of 113 public relations films and series analysed in previous literature studies to develop a profile of how depictions have changed since the 1930s; the second focuses on 9 leading television series and movies from USA and UK.
Keywords **(5-7)**	• Media studies • Public relations industry • Feminist theory • Post-feminist theory • Public sphere
Key Highlights **(3-5 – be brief in the summary)**	• The coexistence of several theoretical approaches to analyse depictions in films and television • The inclusion of the presence of a vertical and horizontal concentration of women in PR, even considering the feminization process • How the representation of women in public relations roles in films and television inform popular understanding and expectations about the profession
Theory Used **(indicate if none)**	**Theory Name:** • Feminist • post-feminist theories • Communication studies • Public sphere **Brief Theory Summary** • gender viewed as a binarity relationship between men and women, femininity and masculinity (in terms of role, position, values) • an approach that moves from these binarities to include queerness, androgyny, transgenderism… • the importance of popular culture in popular understanding by society (collective memory, shared recollections, etc.) • the network of communication from which public opinion emerges
Application of Article to Practice **(3-5 – be brief in the summary)**	• This article demonstrates how is pertinent to include media representations in the study of gender inequalities in the public relations field. How these depictions inform the expectations about the practitioners according to their gender, age, status…
Key citations from the article	"To say that public relations, as a profession, does not fare well within these public culture depictions would be an understatement; (…). In summary, the literature found that women tend to be in more junior positions than men; their role are more often technical or supporting; they do not hold the most senior management roles within either consultancies

	or in-house positions. Furthermore, while these films and series show a wide verity of women in public relations there is no diversity – they are all single (or divorced), white and middle class. (…). The industry is shown on the one hand as publicity, media and event-based work, and this generally coincide with women performing the tasks, while, on the other hand, it is manipulative, scheming and unethical, where men are the most senior, with women in subordinate roles. (…). Negative and limited stereotypes of women in the profession dominate the screen depictions and though characters may be endearing, the way they represent the profession is usually not" (p. 13).

Reference

Daymon, C., & Demetrious, K. (2010). Gender and public relations: Perspectives, applications and questions, *Prism* 7(4). Retrieved from: https://www.prismjournal.org/uploads/1/2/5/6/125661607/v7-no4-e1.pdf

Required Element	AB Entry
Country	Australia
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Public relations • Gender • Power relationship • Gender identities • Feminism
Key Highlights **(3-5 – be brief in the summary)**	• This article is an introduction of a special issue of the PRism review • It presents the aim and the theoretical framework of this issue • It links relations of power in scholarship and research and how these affect research practices. • How gender is accomplished and transformed, and thereby how power is exercised or challenged in public relations.
Theory Used **(indicate if none)**	**Theory Name:** Feminist theory **Brief Theory Summary** • gender viewed as socially constructed within a power relationship • the gender identities are related to values of masculinity and femininity also socially constructed
Application of Article to Practice **(3-5 – be brief in the summary)**	• This introduction shows how the social forms of feminist theory and praxis can help develop finely tuned frameworks for understanding the range of ways public relations and gender can be analysed.
Key citations from the article	"So public relations can be viewed as a prime site to investigate gendered relations, not just because of the interesting intersections between gender as performed and negotiated and public relations as a domain that manages and constructs powerful identities, but also because a functionalist approach deliberately avoids deeper reflection and is loathe to undercover problematic issues as gender" (p. 3).

Reference

Fitch, K., & Amanda Third, A. (2010). Working girls: Revisiting the gendered of public relations. *Prism* 7(4). Retrieved from: https://www.prismjournal.org/uploads/1/2/5/6/125661607/v7-no4-a1.pdf

Required Element	AB Entry
Country	Australia
Author-provided abstract (indicate if none)	This paper examines how the dual processes of feminisation and professionalisation mutually reinscribe one another in ways that reproduce the patriarchal gender relations underpinning the public relations industry. The demonstration is based on a literature analysis which began to emerge in the 1980s and on recent Australian examples.
Keywords **(5-7)**	• Public relations industry • Gender • Feminisation • Inequalities • Feminist research
Key Highlights **(3-5 – be brief in the summary)**	• This article situates the process of the feminisation of public relations within broader social trends around women and work, particularly in the US and Australia (with a historical perspective since the 1980s) • It considers also recent examples from Australian public relations industry. • The gendering of public relations remains problematic and under-theorised.
Theory Used **(indicate if none)**	**Theory Name:** Feminist approach on the public relations profession **Brief Theory Summary** • The process of feminisation (employment, positions, roles, etc.) • Feminisation and professionalisation (discourses, masculine and feminine values • The coding of public relations as "feminine" is a way to maintain a patriarchal order in spite of the feminisation process (gender inequalities)
Application of Article to Practice **(3-5 – be brief in the summary)**	• This article demonstrates that it's necessary to analyse in-depth the feminisation of public relation to understanding the social and professional trends that underpinned it.
Key citations from the article	"The pathologising that characterises this interpretation individualises the lack of career opportunities for women, constructing this lack as a problem that women can perhaps overcome with "hard work". This understanding conflates the issue of gender with the issue of "women", reducing gender to a problem for individual women to address rather than a problem requiring systemic solutions" (p. 4). "As we have suggested, the industry's self-representations frequently unfold through the lens of post-feminism, reproducing the demarcatory and exclusionary strategies of gendered occupational closure. The result is highly gendered histories and conference line-ups, which are rarely challenged. Precisely because women constitute the majority of public relations students, practitioners and professional association members, gender has ceased to be a focus for analysis and theory. Even in the

	academy, the lack of disciplinary status for public relations stems in part from the feminisation of the field" (p. 9).

Reference

Kang, J.-A. (2010). Ethical conflict and job satisfaction of public relations practitioners. *Public Relations Review* 36, 152-156.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This short article (4 pages) presents a quantitative survey which examines the linkage between ethical conflict and job satisfaction, causes of ethical conflicts, and consequences of job dissatisfaction of public relations practitioners.
Keywords **(5-7)**	• Public relations practitioners • Ethical conflict • Job satisfaction • Quantitative survey • Profession
Key Highlights **(3-5 – be brief in the summary)**	• The linkage between ethical conflict, job satisfaction and its consequences. • Depiction of the types of ethical concerns or distresses that public practitioners experience and how the experience affects the quality of work life in the public relations profession.
Theory Used **(indicate if none)**	**Theory Name:** Management studies **Brief Theory Summary** • Managerial role • Participation in the decision-making process • Organizational communication structure • Professional values • Public relations models and the gender gap
Application of Article to Practice **(3-5 – be brief in the summary)**	• This article presents a method to study how practitioners think their own professional practices and situation in the workplace in terms of role and ethical conflicts.
Key citations from the article	"This research contributes to the body of knowledge of public relations in two ways. First, the proven linkage between ethics and job satisfaction indicates the public relations profession cares about ethical concerns; many of the respondents make an effort, to tell the truth and help their supervisors to make ethical decisions. Second, the qualitative data depicting causes of ethical conflicts would be a good resource from which further research can be generated. The findings of this study suggest a causal linkage between an organizational environment and ethics issues in public relations. Ultimately, this data suggest how to solve ethical conflicts and foster ethical practice in the public relations profession" (p. 155).

Reference

Tsetsura, K. (2010a). 'Is Public Relations a Real Job? How Female Practitioners Construct the Profession'. *Journal of Public Relations Research* 23(1), 1-23.

Required Element	AB Entry
Country	Russia
Author-provided abstract (indicate if none)	This study examined how female practitioners' discourses shape perceptions of public relations as an emerging field in Russia. Interviews with 25 practitioners from Moscow public relations agencies showed that a prism of a real job and a woman's job can help explain how socio-economic, professional, and gender- defined contexts influence practitioners' perceptions of public relations and provided evidence for understanding public relations as a socially constructed gendered profession. The study found that Russian women construct their professional identities in gendered ways that may limit their career opportunities.
Keywords **(5-7)**	• public relation practitioners • women • Identities in the workplace • Professional discourses • Real job • Woman's job • Russia • Eastern Europe
Key Highlights **(3-5 – be brief in the summary)**	• This study examined how identities are manifested in the workplace and how discourses about a newly emerging profession in Russia contribute to the construction of this profession through the prism of a real job and a woman's job. • Explores professional discourses of Russian female practitioners who work in the field to understand whether they perceive public relations as a real job and a woman's job. • Female Russian public relations practitioners describe public relations as a real job but also agree that it is mostly a woman's job. • Often participants see their work as important, necessary, and real due to the nature of public relations agencies in which they work. Many women say the fact that their coworkers perceived public relations work seriously helped them to raise their own credibility of the profession. • Many women in public relations refer to their work as the one that allows them more flexibility because it is often considered a woman's job. • Participants indicated that the work in corporate public relations was more appropriate for women than men. • The work in political public relations and lobbying was perceived as less appropriate or less practical for women. • demonstrates that for interviewees, a woman's job has become a real job through discursive processes of identity negotiation
Theory Used **(indicate if none)**	**Theory Name:** Constructionism and real job concept **Brief Theory Summary**

	• To examine professional identities from a social constructionist perspective • To understand professional identities in public relations as socially constructed, that is, constructed through constant identity negotiation and communication, is central for understanding how a modern female professional perceives herself and her work • What constitutes a real job is communicatively constructed and may reflect, create, support, or challenge the dominant work ideology. • Several factors might affect perceived value of one's job: 1) enjoyable, 2) easy or nonskilled, 3) temporary or unstable, 4) have low probability of success, 5) require little trust, 6) are not conducted in their natural time, 7) underutilize the worker in terms of duration and intensity, 8) are not primary means of support
Application of Article to Practice (3-5 – **be brief in the summary)**	• Not mentioned in the article • Importance of positioning the PR profession as a real job: an important issue that needs to be resolved before any other issues can be addressed.
Key citations from the article	"This study demonstrated that Russian women do not feel the same as their colleagues in some other countries. Although it was beyond the scope of this study to address how US women who work for agencies feel and what are the differences in the development of public relations in Russia and in the United States, previous studies showed that US women sometimes saw other issues more important than the issue of how real their job is (Aldoory & Toth, 2004; O'Neil, 2003)" (p. 16).

Reference

Romero Quintero, E. (2011). La perspectiva de género en las Relaciones Públicas empresariales: estudio comparativo de la presencia de mujeres empresarias en prensa. *Revista Internacional de Relaciones Públicas* 1(2), 221-236.

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	Many studies show and confirm the difference between women and men in the media. This comparative study looks for reflecting the quantitative and qualitative present and the difference between women and men in the business/private sector. The increased presence of women in business is not reflected in the media. Try studying the reasons and differences in the business strategies of Public Relations, is one of the keys to take advantage of circumstances and work better in the inclusion of gender perspective in the area from which distributes much of the wealth through the society.
Keywords **(5-7)**	• Gender perspective • Business • Public Relations • Communication • Media
Key Highlights **(3-5 – be brief in the summary)**	• The general presence of women entrepreneurs in the media communication is inferior to that of men • Women entrepreneurs appear framed in stereotypes and usually, they are not at the same level of information • There is a relationship between the Public Relations policy, both formal and informal, of the people who run companies and their media presence.
Theory Used **(indicate if none)**	**Theory Name:** news analysis / critical analysis of discourse/content analysis **Brief Theory Summary** • Collection in two months all the news published in which there has been a reference to any man or woman who runs a company in the written press.
Application of Article to Practice (3-5 – **be brief in the summary)**	• Treatment in the press between men and women entrepreneurs. • The influence of the conciliation of personal and work life in the presence in the media. • Gender stereotypes in press towards women entrepreneurs
Key citations from the article	"A pesar de que las mujeres empresarias representan un dato importante en la economía, tal y como reflejan los datos expuestos, la asunción de responsabilidades empresariales en sectores no capitales, entre otras razones, relegan el discurso y las relaciones que surgen en su ámbito empresarial" (p. 234).

Reference

Gregory, A. (2011). The state of the public relations profession in the UK: A review of the first decade of the twenty-first century. *Corporate Communications: An International Journal 16*(2), 89-104.

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	Purpose – The purpose of this paper is to provide a status report on the development of the public relations profession in the UK in the first decade of the twenty-first century. This is the most comprehensive review to date and its aim is to provide a definitive overview of developments and trends in the UK and the issues it faces. Design/methodology/approach – A review of three major surveys of the public relations profession taken at three points in the first decade of the twenty-first century, along with six other reference reports, supplemented by appropriate literature. Findings – The report provides a perspective on the profession as a whole, the work and demographics of professionals and CEO views on the profession and the issues and opportunities facing it. Research limitations/implications – The main three research studies are based mainly on membership of the professional body in the UK and therefore could have a potential bias. The four research studies which includes CEO interviews have limited numbers of participants and two studies are based on National Health Service CEOs only so the results may not be entirely representative. Practical implications – The uses of this study are fourfold: first, the UK public relations profession is second in size to the USA and worth investigating in its own right. Second, the study will allow comparison with other benchmark investigations in other countries. Third, the study will identify the state, issues, trends and challenges of the profession in the UK and help those studying the practice into setting a research agenda which will help the profession practically and generate opportunities for theory building and testing. Fourth, it will inform curriculum content for those designing study programmes in public relations and corporate communication. Originality/value – The findings presented here provide the most comprehensive study of the UK profession's development over the first decade of the twenty-first century to date.
Keywords **(5-7)**	• United Kingdom • Public relations • Professional associations • Demographics
Key Highlights **(3-5– be brief in the summary)**	• Based on 3 major surveys of the public relations profession in the first decade of the twenty-first century, plus 6 reference reports and literature review • findings are descriptive and provide a comprehensive study of the UK profession's development over the first decade of the twenty-first century • a 2005 study estimates 47,800 people in PR, and about 18% work out mainly in agencies, consultancies or as self-employed freelancers; the average age of public relations practitioners in the UK is 40 • According to the 2009 study, public relations workers are predominately female (65 %) compared with 62 % in 2005 and, on average, 5 % of PR were from ethnic minorities (down from 6.5 %

	in2005). 60 % work over 40 hours per week and a fifth work over 48 hours per week • PR has been a graduate profession, with about three quarters having first degrees in a variety of subjects, a minority being public relations degrees; the average salary was £48,600 per annum, but men command higher salaries than women – an average of £57,000, £18,000 more than the average for women in 2004.
Theory Used **(indicate if none)**	**Theory Name:** No theory – it's an overview of statistics **Brief Theory Summary** • the study identifies the state, issues, trends and challenges of the profession in the UK and can be a basis to set a research agenda • may be used to design study programmes in public relations and corporate communication as it informs curriculum content
Application of Article to Practice **(3-5 – be brief in the summary)**	• the study enables and may be used as a comparison with other benchmark investigations in other countries
Key citations from the article	"Although approximately 40 percent of the workforce, men command higher salaries than women – at an average of £57,000 this was £18,000 more than the average for women in 2004. The gap has closed slightly over the decade with men earning an average of £58,000 and women £43,500 – a gap of £14,500 in 2009" (p. 97). "As in other professions in the UK and the public relations profession in Europe (Zerfass et al., 2009) public relations is becoming feminised, but again given the current salary differential of £14,500 it is reasonable to postulate that the more senior people (and therefore the more highly paid) are men. Thus, although the profession is predominantly female it remains dominated by men" (p.101).

Reference

Place, K. R. (2011). Power and gender at the crossroads: A qualitative examination of the nexus of power and gender in public relations. *PRism* 8(1). Retrieved from: https://www.prismjournal.org/uploads/1/2/5/6/125661607/v8-no1-a10.pdf

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This qualitative study of 45 women public relations practitioners in the United States of America examined how gender and power intersect in the public relations industry. One research question was posed: What are the intersections of gender and power in public relations for women practitioners? Results suggest that gender and power intersect through gendered appearances, management style, women's bonding together for power, expectations and stereotypes, and women's self-realisation and choices. This study contributes to the body of public relations and gender scholarship by illustrating that gender and power are inherently intersectional and forged through discourse, socialization and resulting solidified stereotypes, expectations and workplace standards. Ultimately, gender and power exist in a push-pull system of simultaneous empowerment and oppression.
Keywords **(5-7)**	• Power • Gender • Public relations • Qualitative • Intersectional
Key Highlights **(3-5– be brief in the summary)**	• examines, illustrates, and clarifies female professionals' own meaning-making of gender and power and their effects on the public relations and communication practice • 45 in-depth, semi-structured qualitative interviews were conducted with female public relations practitioners who have had more than five years of public relations work experience • Gender and power intersected in female PR practitioners' perceptions of and experiences with public relations through gendered appearances, management style, women's bonding together for power, expectations and stereotypes, and women's self-realisation and confidence in their choices
Theory Used **(indicate if none)**	**Theory Name:** No indicated theory. Main conceptual framework based on gender research on gender role socialization, stereotypes and gender discrimination. On gender and power, reference to Queen Bee syndrome (Wrigley, 2005) to describe the expectation or stereotype regarding women who discriminate against their female colleagues and seek control of power and authority, instead of favouring ethical or relationship-building practices **Brief Theory Summary** n/a
Application of Article to Practice	• In the study of public relations workplace, intersecting gender and power norms should be considered • Provides a check list for female public relations practitioners to challenge the public relations industry: a) seeking out a mentor, b)

(3-5 – **be brief in the summary)**	joining a professional support group, c) displaying management or communication traits that work best for them, d) actively fighting gender stereotypes e) making choices that best suit their career goals and values, but also criticising organisational policy and practices that do not offer adequate work-life balance options, and f) educating others about gender discrimination • May be used in Education: Gender education and the introduction of feminist values in the public relations classroom are especially important to the advancement of the profession
Key citations from the article	"Female public relations practitioners communicated that gendered appearances and femininity afforded individuals 'power' by getting them noticed, giving them a 'foot in the door', and rendered them less threatening, but that femininity and attractiveness must be bolstered by hard work and results" (p.5-6). "A distinct and active intersection of gender and power exists in public relations, suggesting that female public relations practitioners engage gender expectations or stereotypes for power, while they also fight and create alternative solutions to them" (p. 9). "Based on the findings, 'Queen Bee' syndrome offers a vivid example of a Foucauldian discursive, relational gender power system at work in the public relations profession (…) the only explicitly 'named' form of gender-power stereotype among participants" (p.10).

Reference

Sha, B.-L. (2011). Accredited vs. non-accredited: The polarization of practitioners in the public relations profession. *Public Relations Review* 37(2), 121-128.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Characteristics of a profession include standardized education grounded in a theory-based body of knowledge, professional associations, codes of ethics, accountability and public recognition, as well as accreditation or certification. This study found that accredited and non-accredited practitioners differ significantly on a range of demographic and job-related variables, including gender, age, years of experience, education levels, employing organization type, reporting relationships, professional competencies, and salary levels. This apparent polarization of practitioners cannot be beneficial for public relations as the field continues to strive toward professionalism.
Keywords **(5-7)**	• Accreditation • Professionalization • APR Universal Accreditation Board • Salary • Gender
Key Highlights **(3-5 – be brief in the summary)**	• accredited and non-accredited practitioners differ significantly on a range of demographic and job-related variables, including gender • Online survey was conducted with 9,950 randomly selected members of the Public Relations Society of America. The response rate was 15.1% or n=1,500 active practitioners • Results show a serious problem of polarization, whereby APRs and non-APRs represent two distinct camps of public relations professionals.
Theory Used **(indicate if none)**	**Theory Name:** No theory indicated **Brief Theory Summary** n/a
Application of Article to Practice (3-5 **– be brief in the summary)**	• Professional associations in public relations and educators should encourage women and female students to pursue accreditation • All future research on public relations practitioners should include a standard demographic question regarding respondents' accreditation status • A replication of this practice analysis should be done again to determine whether these differences between accredited and non-accredited practitioners are narrowing or widening
Key citations from the article	"This result suggests that, despite the increasing numbers of women in public relations (Broom, 2009, p. 31) and the large majority of female respondents in this study, women are disproportionately underrepresented among accredited practitioners" (p.124). "The entrenchment of practitioners into bifurcated groups of "elites" and "non-elites" would undercut the professionalization of the field. No single area of practice or job type can truly be "professional" if, as in this study,

	more than half of its practitioners are disadvantaged, both demographically and on the job. This polarization of professionals also is detrimental to PRSA's stated goal of "unifying the profession" (p.127).

Reference

Vardeman-Winter, J. (2011). Confronting Whiteness in Public Relations Campaigns and Research with Women. *Journal of Public Relations Research* 23(4), 412-444.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This article addresses the need for more critical work in identifying the relationship between public relations and race. I used the concept of Whiteness to question how women publics have perceived race portrayals in public health messages. Women reported that campaigns have disembodied race, perpetuated reductionist assumptions, and fetishized racial diversity. I interrogated my assumptions and methods as a White researcher to elucidate agency, vulnerability, and performance issues specific to public relations researchers and communicators. I suggest strategies for reflecting upon and situating racial discussions with research participants.
Keywords **(5-7)**	• Whiteness • Race • Women • Public Relations Campaigns • intersectionality
Key Highlights **(3-5 – be brief in the summary)**	• Data show that women of all races found problems with racial portrayals of women's health • The major themes describing women's problematizing of race are the disembodiment of race, reductionist assumptions, and the fetishization of racial diversity • Whiteness is a problem in public health communication campaigns. Although not all women interviewed perceived that race affects how people perceive health media, many participants felt dissatisfied with the ways their identities were portrayed in health media
Theory Used **(indicate if none)**	**Theory Name:** • a theory of intersectionality and communication studies examining intersectionality provided context for how identities relate to one another • Theory of Whiteness as a basis for the study **Brief Theory Summary** • intersectionality suggests that individuals' identities—such as race, gender, class, and sexual orientation, among others—are social constructs that multiply, cascade, exist simultaneously, and are subject to larger interlocking social, political, and economic structures (Weber, 2001; Zinn & Dill, 1996). • recent work suggests that intersectionality exists on nine major levels of public relations, including the organization–public relational level, the public and community level, the representational level, and the theoretical level (Vardeman-Winter & Tindall, 2010b). • Whiteness is ''a location of structural advantage, of race privilege...[and] refers to a set of cultural practices that are usually unmarked and unnamed'' (Frankenberg, 2000, p. 447). • manifests in public relations research as the disembodiment of race in discussions with various publics, standpoint questions and who

	gets to conduct race research, and the rules of etiquette in race research
Application of Article to Practice (3-5 – **be brief in the summary)**	• consider race matters to publics in the messages of PR campaigns • useful on how to problematize Whiteness in research with publics • Study those at the margins
Key citations from the article	"Because of the richness and diversity of publics, race—among other identities—complicates communicators' abilities to identify shared meanings across many segments of a population" (p. 414). "The disembodiment of race suggests that campaign designers removed the presence of racial identity from discourse or neglected the existence of race as an important factor in how campaign consumers make decisions. This theme is composed of the subthemes lack of accountability to raced publics, women of colour are absent in media, and race does not matter" (p. 420). "…as a discipline, PR researchers have neglected to intellectually discuss and incorporate the structural, systematic nature of class difference into their theoretical frameworks. Fundamentally, without an understanding of structural intersectionality—within which race and class are intricately tied—they may continue to miss the essential nature of publics' information-seeking" (p. 426).

Reference

Vanc, A., & White, C. (2011). Cultural perceptions of public relations gender roles in Romania. *Public Relations Review* 37(1), 103-105.

Required Element	AB Entry
Country	Romania
Author-provided abstract (indicate if none)	This study examines attitudes about gender roles and their implications for public relations practice in Romania. Results reveal Romanians still hold traditional views, but women held a more liberal view of their role in society and in the workplace. The study supports that history and socio-cultural values are important factors in understanding the context in which attitudes about workplace roles are formed, which can increase understanding of public relations in transitional countries in Europe.
Keywords **(5-7)**	• International public relations • Gender roles • Attractiveness and source credibility • Transitional public relations
Key Highlights **(3-5 – be brief in the summary)**	• Examines perceptions of gender roles in Romania • The study found that attitudes in Romania are a blend of the old and new and are influenced by history and politics • The majority of male participants in the study still hold traditional views about gender roles in society. • new social expectations have influenced the responses regarding the importance of physical attractiveness for women in organizational settings
Theory Used **(indicate if none)**	**Theory Name:** No theory. Draws upon the idea that socio-cultural conventions of the division of jobs by gender may perpetuate sex-typical occupations for women and men; Credibility impacts the effectiveness of public relations, in that source credibility has been linked to gender **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• analysing views on gender roles in PR practitioners is important in further research
Key citations from the article	"Men scored significantly higher than women on traditional attitudes about gender roles t(−2.378)=147, p<.01. Women scored significantly higher on the measures of attitudes toward men, indicating an overall positive attitude toward men (2.24)=148, p<.02, but significantly lower on attitudes toward women" (p. 104). "Cultural transformation is apparent in the uniformity in responses with regard to importance of physical appearance for women. During

	communism, female body aesthetics were limited to prescribed gender norms that promoted a homogeneous desexualized image" (p. 105).

Reference

Edwards, L. (2011). Diversity in public relations. In – Edwards, L., & Hodges, C. E. M. (Eds) *Public Relations, Society and Culture: Theoretical and Empirical Explorations* (pp. 75-89). Abingdon, Oxon: Routledge.

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	The way that diversity is understood and experienced in PR is important because, as argued in the previous chapters, PR produces discourses that help constitute and sustain the relative positions of different groups in society as well as within the profession itself. How practitioners understand the value of different groups to society and to their clients will be reflected in the importance they attach to them in their work, producing hierarchical structures that characterise the profession and reflect wider social norms (Bourdieu, 1991; Jaeger, 2001). In both contexts, the lower a group is in the hierarchy, the more difficult it is for them to make their voices heard. In the context of a socio-cultural approach to PR, then, understanding diversity is crucial. The issue of diversity in public relations is a stage on which the struggles between functional and socio-cultural understandings of practice and theory are played out. The way in which the profession 'manages diversity' clashes both discursively and materially with the lived experiences of PR professionals from backgrounds that are in some way different from the professional norm. While the functional view of diversity presents an idealised version of the benefits it can offer to the profession, the lived experience reveals the messiness of life as the 'other' practitioner, constantly negotiated in terms of the parameters set by professional elites. This chapter explores these dynamics, drawing on post-colonial and critical race theory (CRT), to give voice to those who are otherwise silenced in mainstream discourse. In accordance with post-colonial theory, I use the term 'other' and 'othering' to describe individuals and groups who are made to feel different in some way from the social, professional and Western-oriented norm that characterises public relations (Said, 1995; Byerly, 2007). This chapter focuses on ethnicity, rather than 'race'. While both terms are potentially problematic and risk reifying categorisations that are socially constructed, they are useful in their representational and material effects (Maynard, 1995). 'Race' tends to be used to create boundaries for a particular group with reference to biological characteristics, while ethnicity incorporates a wider range of assumptions of 'difference' in culture, language, embodiment, economic and social capital (Anthias, 1990, 2001). In the context of this discussion, it is assumptions about ethnicity (which includes 'race') that emerge as the most important factor in the analysis. Consequently, I use the term ethnicity in this chapter, except where referring to others' work. I begin by outlining the range of discourses about diversity in PR scholarship.I then reflect on these in the context of practice by exploring concepts of diversity in professional texts and contrasting these with narratives from 'other' PR professionals in the UK, taken from a recent study1 of their experiences. I conclude by

	considering the patterns that are revealed through the comparative analysis, and their implications for research and practice.
Keywords **(5-7)**	• diversity • public relations • PR practitioners • Post colonial theory • Critical race theory
Key Highlights **(3-5 – be brief in the summary)**	• PR produces discourses that help constitute and sustain the relative positions of different groups in society as well as within the profession itself • the lower a group is in the hierarchy, the more difficult it is for them to make their voices heard. In the context of a socio-cultural approach to PR understanding diversity is crucial
Theory Used **(indicate if none)**	**Theory Name:** post-colonial and critical race theory (CRT) **Brief Theory Summary** • post-colonial theory: use the term 'other' and 'othering' to describe individuals and groups who are made to feel different in some way from the social, professional and Western-oriented norm that characterises public relations • 'Race' tends to be used to create boundaries for a particular group with reference to biological characteristics, while ethnicity incorporates a wider range of assumptions of 'difference' in culture, language, embodiment, economic and social capital - use of the term ethnicity
Application of Article to Practice **(3-5 – be brief in the summary)**	• PR should consider the value of different groups to society and to their clients as it will be reflected in the importance they attach to them in their work • exploring concepts of diversity in professional texts and contrasting these with narratives from 'other' PR professionals in the UK
Key citations from the article	"The way that diversity is understood and experienced in PR is important because (…) PR produces discourses that help constitute and sustain the relative positions of different groups in society as well as within the profession itself"" (p. 75).

Reference

Romero Quintero, E. (2012). *La comunicación de las asociaciones empresariales españolas desde la perspectiva de género.* Doctoral dissertation, Universidad de Málaga.

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	The production and reproduction of the speech of the Spanish business associations have an impact on the economic and social reality of men and women entrepreneurs. This doctoral thesis arises from the doctoral documentation and power of the department of audiovisual communication and publicity of the University of Málaga with the general objective to analyze the discourse produced and reproduced of the Spanish business associations from the gender perspective, and with the specific objectives of study their cabinets of communication, the presence of men and business women and the discursive streets associated with the Spanish business associations and their representatives. Business organizations as dynamics, representatives and nuclei backbone of the business and economic fabric, are an essential strategic hinge with public and private resources and resources (economic, public relations, communication, political and social, among others) that influence development regional and national, as well as in the proliferation or containment of economic models, as occurred with the shift from the gremial economy to industrialization, or in the inclusion and framing of women in work and business. Thus, five business organizations have been chosen for the study: At the national level the CEOE (Spanish Confederation of business organizations) and CEPYME (Spanish Confederation of small and medium enterprises), and three confederations of companies of regional scope: CEA (Andalusia - Confederation of businessmen of Andalusia), Promotion of National Labor (Catalonia Foment del Treball Nacional) and Confebask (Basque Country Basque Business Confederation). The theoretical framework outlined goes through the conceptual pillars and the structuring of the gender perspective in the field of communication and public relations, analyzing its consequences at the executive and media level both for men and women and for organizations that they represent them, in which they work or with which they relate, identifying the origins, elements and plans within the communication process in which the networks are more permeable, reproducing formal and informal inequalities. This is analyzed in a specific way, and making a comparison between the associations, each of the communication cabinets studied, its discursive streets and the presence of men and women in the general speech.
Keywords **(5-7)**	• Business associations • Public relations • Communication cabinets • Gender perspective • Formal and informal inequalities • Economic models
Key Highlights	• Analysis of speeches • Gender differences

(3-5 – be brief in the summary)	• Discourse analysis • Spanish business associations
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	• The work analyses the situation in practice and offers conclusions, which can be of use to practitioners
Key citations from the article	/

Reference

Mellado, C., & Barria, S. (2012). Development of professional roles in the practice of public relations in Chile. *Public Relations Review* 38(3), 446– 453

Required Element	AB Entry
Country	Chile
Author-provided abstract (indicate if none)	Using survey responses of 577 public relation practitioners, this article examines role conceptions in Chilean public relations, as well as the effects that different individual and organizational factors have on their professional worldviews. The results show that how Chilean practitioners perceive their roles can be grouped into four different types: the longterm strategic, the short-term technical, the passive-complaisant, and the active-vigilant. In general terms, Chilean public relations practitioners distance themselves from the passivecomplaisant role, giving greater importance to the other three. The findings also reveal that gender, education level, job commitment, perceived autonomy, organization type, and geographical location are the factors that better predict Chilean PR professional roles, while hierarchy level and organization's reach do not directly affect their perceptions.
Keywords **(5-7)**	• Public relations • Public relations practitioners • Professional roles • Role conceptions • Chile
Key Highlights **(3-5 – be brief in the summary)**	• The study attempts to create own analysis of local public relations industry • PR practitioners distance themselves from the passive complaisant role and give importance to the strategic role of PR • They also support short-term technical and critical-vigilant roles
Theory Used **(indicate if none)**	**Theory Name:** / **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	"…the authoritarian regimes and dictatorships imposed on the region during much of the twentieth century slowed down and made public relation's development difficult. Indeed, the history of public relations in Latin America is rather recent, only beginning to appear in the early 1970s, with the fall of the various military governments that were instated in the region. In Chile, it was only after the fall of Pinochet's regime in 1989 that public relations took on importance and began to systematically develop in

	companies and organizations at a professional level (Ferrari, 2009)" (p. 447). "The findings show that the way Chilean practitioners see their functions can be grouped into four professional roles: the long-term strategic role, the short-term technical role, the passive-complaisant role, and the active-vigilant role. These results evidence the connection that Chilean practitioners make of different criteria commonly considered in the analysis of professional roles: while the first two reflect the association that these professionals make among management style and planning over time, the latter two show the direct connection that they perceive between the type of mediation and attitude as an adviser of public relations practitioners" (p. 451).

Reference

Pulido Polo, M. (2012). Comunicación en igualdad: la gestión de la comunicación organizacional desde una perspectiva de género. In - *Más igualdad, redes para la igualdad: Comunicación presentada al Congreso Internacional de la Asociación Universitaria de Estudios de las Mujeres* (pp. 519-529). Sevilla: Alciber.

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Equality • Gender • Organizational communication • Andalusia • Public relations • Regulatory Councils
Key Highlights **(3-5 – be brief in the summary)**	• At a technical level, the female presence is much higher than the male. • 58% of the head of the communication consultancies were men, compared to 42% of the women head of the communication. • The head positions are usually positioning of responsibility that requires major investments of the time.
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** • Survey and the use of secondary data sources • "Esta investigación se sustenta en el empleo del método del estudio de caso (diseño de casos múltiples) sobre la población de los consejos reguladores existentes en Andalucía en 2012" (p. 522).
Application of Article to Practice (3-5 – **be brief in the summary)**	• The glass roof in the profession of organizational communication management. • The reasons why women do not hold management positions in companies. • Female employability in management positions in communication
Key citations from the article	"Hay determinadas causas sin determinar que hacen que, a pesar de las políticas de igualdad, las mujeres no accedan en igual medida que los hombres a puestos directivos en el área de la gestión de la comunicación" (p. 525). Despite the current legal framework, the path of women to management positions is not facilitated" (p. 524).

Reference

Daymon, C., & Surma, A. (2012). The mutable identities of women in public relations. *Public Relations Inquiry* 1(2), 177-196.

Required Element	AB Entry
Country	Australia
Author-provided abstract (indicate if none)	The notion that contemporary society as a knowledge economy is undergoing profound transformation has implications for the occupation of public relations, as well as the professional and personal identities of public relations practitioners. With the increasing erosion of once clear demarcations between people, time, space and communication technologies, public relations practitioners experience increasing tensions in their encounters between self and other, private and public, economic and cultural factors. We are interested in how women in public relations undertake identity work as a way of responding to these pressures, notably at the point where their home and work lives intersect. In interviews and focus groups conducted in Perth, Western Australia, women of different ages and career backgrounds related their experiences of juggling multiple roles including worker, mother, partner, friend, parent or grandparent. The findings reveal a set of complex identity constructions that indicate that some women are successful in separating professional and personal identities, while others are unable to resist work as an all-encompassing activity and as the marker of a meaningful identity. To develop as a public relations practitioner involves not only the social expectations of what it means to be a professional coupled with an individual's presentation of themselves in public relations. It also involves a changeable relationship that expands over the whole life situation, including career trajectories and family life stages. A recognition of this set of circumstances prompts further research questions in relation to public relations and its specific influence on gendered, identity and relationship practices, and has significant implications for the profession more broadly.
Keywords **(5-7)**	• Gender • Identity • knowledge economy • public relations profession • work–life balance
Key Highlights **(3-5 – be brief in the summary)**	• Analysis of how women in PR negotiate the relationships between the professional and private spheres of their lives • findings reveal complex identity constructions where only some women are successful in separating professional and personal identities • to be a PR involves a changeable relationship that expands over the whole life situation
Theory Used **(indicate if none)**	**Theory Name:** No theory, though based on the ideas of Manuel Castells that social relationships within which technology is embedded have been transformed and Wenger's understanding of 'multi-membership' designating individuals' identities as belonging to/realized through

	different 'communities of practice' and the 'living experience of boundaries'. How individuals negotiate the spheres of social and personally derived imperatives shapes their identities, which may be multifaceted rather than separable **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• an interpretive approach to investigating, collecting and analysing data iteratively through five stages • application of statistics on research contexts • application of qualitative method: interviews (senior women) and focus groups with women • The three different categories of identity emerged could be tested to illustrate the emphasis that women give as they endeavour to juggle with and cross the borders of the interrelated spheres: segmented, blurred and merged
Key citations from the article	"The unpredictable nature and flow of public relations work, including bursts of activity coupled with tight deadlines, results in daily routines that comprise a range of competing and often irreconcilable demands that necessitate a constant juggling by practitioners of the relationship between work and home" (p.183). "The interconnectedness between the spheres [public and private] is driven to some extent by professional notions of time related to the planning, controlling and scheduling of public relations work, especially that involving media relations and the servicing of clients, as well as notions concerning the value of communication technologies in the public relations role" (p. 186). "…a sensitivity to the mutability of identities and relationships would enable the profession to respect and respond to the dynamism of public relations endeavours, understanding them in human, relational and emotional terms rather than as merely reducible to matters of management, planning and goal-setting" (p.194).

Reference

Place, K. R. (2012). Power-Control or Empowerment? How Women Public Relations Practitioners Make Meaning of Power. *Journal of Public Relations Research* 24(5), 435-450.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This qualitative study examines how women public relations practitioners make meaning of power. From literature regarding power-control theory, gender, and empowerment, one research question was posed: How do women public relations practitioners make meaning of power? Results suggest that women practitioners made meaning of power as influence, relationships, knowledge and information, access, results-based credibility, and empowerment. The data extended power-control theory and scholarship regarding empowerment and uniquely added a gendered lens to the examination of power in public relations. Women practitioners actively enact influence, strategically forge relationships and gain and control information to affect their power.
Keywords **(5-7)**	• Public relations • Power-control theory • Gender • Empowerment of women • Relationships
Key Highlights **(3-5 – be brief in the summary)**	• This qualitative study examines how women public relations practitioners make meaning of power; 45 in-depth, semi-structured qualitative interviews in the US to women PR managers or associates, owners or presidents of their own consulting operations, professors and consultants of public relations, and vice presidents • women practitioners made meaning of power as an influence, relationships, knowledge and information, access, results-based credibility, and empowerment • Women practitioners actively enact influence, strategically forge relationships and gain and control information to affect their power
Theory Used **(indicate if none)**	**Theory Name:** Power-Control Theory **Brief Theory Summary** • dominant individuals within an organization make decisions by choice, rather than by environmental influences • Environmental forces, however, do constrain the strategic choices available to these individuals • Power-control theory explains how specific and often unsatisfactory organizational structures and cultural practices may remain in place over time as a result of the preferences and choices of dominant coalition members • applied to public relations, assumes that individuals wield and maintain power through controlling resources, socializing successors, and operating in closed or mechanistic systems
Application of Article to Practice	• Test power-control theory to understand how women public relations practitioners make meaning of power through a qualitative analysis

(3-5 – **be brief in the summary)**	• Comprehend whether in other context women public relations practitioners also make meaning of power as a function of influence, a function of relationships, knowledge and information, access, credibility, and empowerment • Could be tested if women public relations practitioners use alpha practices more often than omega practices to wield power
Key citations from the article	"Gender socialization may play a role in women practitioners' power-control and use of alpha and omega practices. It is possible that women use alpha practices most often because they have been socialized to act less aggressively when they employ omega strategies" (p. 447). "Women practitioners influenced through dialogue by using non-confrontational communication, assertiveness, and aggressiveness" (p. 447). "'This exploratory study regarding power in public relations illustrated the rich meaning making and experiences of women public relations practitioners. Through this glimpse of their lives, accomplishments, and struggles as professionals, we begin to better theorize about how gender and power shape public relations practice" (p. 448).

Reference

Pompper, D. (2012). On Social Capital and Diversity in a Feminized Industry: Further Developing a Theory of Internal Public Relations. *Journal of Public Relations Research* 24(1), 86-103.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Women's work relationships with other women in public relations management settings provide context for further developing Kennan and Hazleton's (2006) conception of internal public relations (IPR) theory. To date, undertheorized in the public relations literature are intra-management relationships, social capital-diversity links, and connections between practitioners' day-do-day lives and organizational contexts. Interviewed were 42 senior-level female public relations managers (African American, Asian American, Caucasian, and Hispanic) whose experiences reveal outcomes of woman/woman dyad work relationships over the past 5 decades and ways these may impact IPR in feminized industries. Explication of IPR theory and suggestions for further development are offered.
Keywords **(5-7)**	• Internal Public Relations • Social Capital • Gender • Diversity • Intra-management relationships
Key Highlights **(3-5– be brief in the summary)**	• This qualitative study found that positive woman/woman work relationships enhance the potential for success in terms of overall job satisfaction and a liveable work environment. • connections between social capital and diversity were most revealing among findings of women's intra-management relationships • most-admired qualities among female public relations executives and formal women's networks were the promotion of bonding and solidification of a group membership
Theory Used **(indicate if none)**	**Theory Name:** theory of internal public relations (IPR) **Brief Theory Summary** • Internal communication is public relations directed to and among an organization's employees, with an emphasis on intra-organizational relationships' attributes of trust, reciprocity, credibility, legitimacy, and mutual understanding • Offering requirements for a developing IPR theory, Kennan and Hazleton (2006) chiefly focused on the social capital concept. A variety of fields, such as sociology, have widely adopted a social capital model. • two related concerns may impede acceptance of IPR: (a) exactly how relationships contribute to an organization's bottom-line and (b) effects of relationships over time
Application of Article to Practice	• The use of women's own voices— experiences as described in their own words – should be considered in future research

(3-5 – **be brief in the summary)**	• Could be further tested if positive woman/woman work relationships enhance the potential for success in terms of overall job satisfaction and a liveable work environment.
Key citations from the article	"Public relations practitioners, as managers, decision makers, and communicators, are uniquely positioned to cultivate, expend and benefit from social capital in organizations" (p. 87). "…a developing IPR theory has yet to consider intra-management relationships or to fully examine linkages among social capital's dimensions or to regard diversity. Because women constitute the majority of public relations practitioners, it is relevant to move beyond comparing them to men and ''approach practice in context so that its daily logic and dynamic can be observed'' (Edwards, 2009, p. 253)." (p. 89). "'Notably, female public relations managers' voices more thoroughly illuminated social capital's relational, communicative, and structural dimensions. Their insights suggest a model for IPR theory" (p. 98).

Reference

Verhoeven, J. W. M.; Joris, J.; Van Hoof; Ter Keurs, H., & Van Vuuren, M. (2012). Effects of apologies and crisis responsibility on corporate and spokesperson reputation. *Public Relations Review* 38(3), 501-504.

Required Element	AB Entry
Country	The Netherlands
Author-provided abstract (indicate if none)	This study is aimed at the effects of making apologies in a crisis situation and attributed crisis responsibility on corporate-and spokesperson reputation. In a 2×2 scenario experiment (spokesperson making apologies versus no apologies; and accidental versus preventable crisis), 84 respondents judged corporate and spokesperson reputation. We found that the crisis has more impact on corporate reputation than on the spokesperson's reputation. This indicates that the crisis is seen as a collective responsibility of the organization, rather than the personal responsibility of the spokesperson.
Keywords **(5-7)**	• Crisis response strategy • Corporate communication • Spokesperson • Trust • Reputation
Key Highlights **(3-5 – be brief in the summary)**	• 2×2 experimental research design to test attributed crisis responsibility and crisis response strategy. • crisis responsibility significantly affected corporate trust and corporate reputation • attribution of responsibility underlies people's responses to a crisis: announcing a preventable crisis harms spokesperson trust and– reputation to a greater extent than announcing an accidental crisis • a crisis not only affects corporate reputations and one's trust in an organization but also one's trust in and perception of a spokesperson
Theory Used **(indicate if none)**	**Theory Name:** No theory **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• Making apologies in a crisis situation can be used as a tool for working in PR with crisis management
Key citations from the article	"The results confirm that a crisis not only affects corporate reputations and one's trust in an organization, but also one's trust in and perception of a spokesperson: announcing a preventable crisis harms spokesperson trust (…) and reputation (…) to a greater extent than announcing an accidental crisis" (p. 503).

	"…the crisis is viewed as a collective organizational failure, rather than a failure on the part of the leader. An explanation for this depersonalization of responsibility could be that stakeholders generally take the social context of organizations into account, which reduces individual autonomy. This shifts the blame – at least partly – from the individual to the environment" (p. 503). "Contrary to our expectations, the crisis response strategy did not significantly affect people's responses to the crisis in terms of trust and reputation" (p. 503).

Reference

Mäki-Rahkola, A., & Launiala, A. (2012). A Gender Perspective in Civilian Crisis Management: Experiences of Finnish Experts from the Field. *Working Papers* 6(2), 1-76. Retrieved from: https://www.cmcfinland.fi/wp-content/uploads/2017/01/40561_WP-2012-2_1325_survey.pdf

Required Element	AB Entry
Country	Finland
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Gender • Civilian crisis management • Finland • survey • National Action Plan
Key Highlights **(3-5 – be brief in the summary)**	• This research report assesses how well the objectives of the National Action Plan for the implementation of the United Nations Security Council Resolution 1325 on 'Women, Peace and Security' (UNSCR 1325) have been realised in the context of civilian crisis management in Finland • research material was collected as a web-based survey, with quantitative and qualitative analysis answered by 165 repatriated or currently deployed civilian crisis management experts (105 M, 60 F) sent to the Finnish civilian crisis management experts currently in the missions and repatriated in 2008 or later • results show that the recruitment of female experts and increasing their number in the missions has been restricted due to structural challenges: male-dominancy of security-related and lack of support for the experts who have families. • the goal to have crisis management personnel possessing the needed expertise in human rights and gender equality issues is not yet fulfilled • Having well-functioning relationships with family members and friends in one's home country is significant to the well-being and working effectiveness of both male and female experts
Theory Used **(indicate if none)**	**Theory Name:** (no theory: research report, a framework developed by Louise Olsson) **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• Could be used to assess other contexts on how objectives related to the UNSCR 1325 and civilian crisis management are achieved and to learn about aspects of gender mainstreaming • Could be used to map the experiences of female and male experts in civilian crisis management missions by exploring how these experts view the implementation of gender and equality issues in civilian crisis management
Key citations from the article	"…it seems that civilian crisis management builds on this gendered division of labour and care in the society. This has clear consequences for deployment of female experts as, according to the results, mainly childless women or women of only certain age groups (younger than 35 years) apply

	for the crisis management positions, meaning that a large group of potential female experts do not take part in crisis management assignments" (p. 54). "'gender expertise' is unevenly divided between female and male experts" (p. 60).

Reference

Yaxley, H. M. L. (2012). Exploring the origins of careers in public relations. *Public Relations Review* 38(3), 399-407.

Required Element	AB Entry
Country	USA and UK
Author-provided abstract (indicate if none)	This study of the origins of careers in public relations seeks to contribute towards historical knowledge of public relations through content analysis of biographies and other published narratives of those who worked in the field within the US and Britain in its formative years. Opportunities for public relations to offer a career rather than simply a transitory job or occupation were identified. The potential for enhanced benefits, including greater income and higher social status, were noted as a result. However, despite evidence of the possibility of professional and bureaucratic career paths, public relations pioneers tended to reflect entrepreneurial, opportunistic and primarily commenda (agency) forms of career. Most early practitioners entered the field by chance revealing a lack of deliberate focus on seeking employment in the occupation. Their varying entry points suggest the concept of equifinality (whereby different routes may lead to the same end); although career progression for those employed in public relations support functions, and the experiences of women are largely undocumented. Overall, the tapestry of early careers in public relations reflects a common thread of communications and openness to take advantage of the changing times. Otherwise, few patterns can be detected, with individual opportunities than a specific career path being the dominant theme.
Keywords **(5-7)**	• Career • Origins of public relations • Equifinality • Opportunism
Key Highlights **(3-5 – be brief in the summary)**	• Offers a study of the historical development of careers in PR in the US and Britain • Draws on the distinction between career "a succession of related jobs arranged in a hierarchy of prestige, through which persons move in an ordered (more or less predictable) sequence" (Wilensky, 1961, p. 523), job as "a paid position of regular employment" without the sense of direction over time which is evident in a career or an occupation and occupation as "holding a place or position" (OED, 1989) • Examines the role of women in PR initially as clerks and secretaries (19th century) and as having jobs, but not careers in PR in the 20th century
Theory Used **(indicate if none)**	**Theory Name:** No theory: a historical analysis **Brief Theory Summary** n/a
Application of Article to Practice	• May be used as a basis for the analysis of the role of women in PR, considering the development and application of the concept of "career"

(3-5 – be brief in the summary)	
Key citations from the article	"The focus on press agency as the antecedent of careers in public relations ignores a wider perspective of the occupation, despite its origins being "as old as civilization" (Grunig & Hunt, 1984, p. 14) (p. 401). "The dominant US history (Grunig & Hunt, 1984) has been divided into five distinct eras: the public be fooled (from mid-19th century), the public be damned (late 19th century), public information (early 20th century), propaganda and persuasion (mid-20th century), public understanding (late 20th century)" (p. 400). "It would seem that if women worked in the occupation of public relations in its early days, their stories are largely unreported whilst opportunities for them to develop careers were few" (p. 404).

Reference

Donoso-Vázquez, T., & Velasco-Martínez, A. (2013). ¿Por qué una propuesta de formación en perspectiva de género en el ámbito universitario?. Profesorado. *Revista de currículum y formación de profesorado* 17(1), 71-88.

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	This article aims to justify the importance and the need of formation on gender issues and training of gender perspective for students of Education degrees. It reviews the Spanish legislative framework stating that, so far, it has not had a direct impact on the application of gender mainstreaming in university tuition. The implication of teachers and students on the introduction of the gender perspective in their lessons continues depending on their goodwill and sensitivity towards gender issues. We also develop what the acquisition of a gender perspective may mean and imply for students: knowledge of new frameworks from which to interpret reality, verification of young people's idea about the feminist movement (who has supported gender concepts not only as descriptors of the social relationships but as key elements for the subversions of the social order). Finally, the article presents an experience of gender perspective carried out with Pedagogy students. We have based our methodology on students keeping a "reflective journal" from which we could extract the changes and observe their perceptions, attitudes and behaviours.
Keywords **(5-7)**	• Gender perspective • Higher education • University teaching • Gender mainstreaming • Pedagogy
Key Highlights **(3-5 – be brief in the summary)**	• The introspective analysis allows us to acquire a critical awareness of own actions and be able to analyze external situations. • Training in gender and, above all, training for training in a gender perspective, should always aim for social change. • Provide students with an interpretive framework of reality that fits with greater elements of social justice and builds a more equitable and humane world.
Theory Used **(indicate if none)**	**Theory Name:** Content analysis of reflective diaries **Brief Theory Summary** • Sample of 41 students • "This methodology promotes the autonomous and creative learning of students in an exercise of integration of knowledge, reflection on them and the relationship of these with life experiences" (p. 80). • Application of Article to Practice • Proposal for training in a gender perspective • Gender perspective methodology • Proposal for a gendered subject
Application of Article to Practice	• Proposal for training in a gender perspective • Gender perspective methodology • Proposal for a gendered subject

(3-5 – **be brief in the summary)**	
Key citations from the article	"Training for training in a gender perspective should always aim for social change, especially in degrees related to the educational field" (p. 82). "La asignatura autodenominándose diásporas de la perspectiva de género, es decir, siendo capaces primero de detectar en su entorno las discriminaciones por razón de género y viéndose capacitadas al mismo tiempo para transmitir el mensaje y transformar la realidad" (p. 84).

Reference

Grunig, L. A.; Lance Toth, E., & Childers Hon, L. (2013). *Women in public relations: How gender influences practice.* New Jersey: Routledge.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	None (a book)
Keywords **(5-7)**	• Women • Public relations • Gender • PR practice
Key Highlights **(3-5 – be brief in the summary)**	• The book chronicles the first five years of activities of PRSA in regards to the position of women in public relations • The book particularly comments on PRSA Task Force on women in public relations, which was instigated by the authors of this book when they first read an article in a professional journal saying there are no issues for women in public relations industry • The author of the article was the president of PRSA who then founded a task force following comments and letters on his initial article • The book also discusses all issues women face in the public relations industry such as the pay gap, feminist theory, denial of gender bias, and also many other problems in the industry (e.g. diversity, encroachment, etc.).
Theory Used **(indicate if none)**	**Theory Name:** / **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	/

Reference

Shen, H., & Jiang, H. (2013). Profiling Public Relations Practitioners' Work-Life Conflict: From A Diversity Lens. *Public Relations Journal* 7(2), 71-95.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Work-life conflict -- defined as the incompatibility between expectations to perform one role versus another -- can be categorized as time-based, strain-based, and behaviour-based. Using a broad diversity perspective, we examined understudied diversity categories as influencers of work-life conflict, namely, age, family dependent care responsibility, and professional speciality. Surveying a nationally representative sample of PRSA membership (N=820), we found that Generation Xers are more stressed-out than are other age groups; those who need to care for an older adult experience significantly higher levels of time-based conflict; and employee relations specialists have to deal with significantly more strain-based work-life conflict than do others.
Keywords **(5-7)**	• Public relation • Work-life conflict • Diversity in public relations
Key Highlights **(3-5 – be brief in the summary)**	• Generation X reports more work-life conflict than Millennials, and this particularly applies to those professionals who work in employee relations and who care for an adult • Generation X is the most stressed-out generation and struggles to keep work separated from private life whereas Millennials demonstrate better ability to separate work and private life • Practitioners who work in media relations, community relations and government relations reported less stress than those practitioners who work in employee relations
Theory Used **(indicate if none)**	**Theory Name:** / **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	/

Reference

Edwards, L., & L'Etang, J. (2013). Invisible and visible identities and sexualities in public relations. In - Tindall N. J., & Waters R.D. (eds.) *Coming out of the closet: Exploring LGBT Issues in strategic communication with theory and research* (pp. 41-56). New York: Peter Lang.

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	Despite the increasing focus on understanding the diversity of public relations, academics and practitioners have largely ignored gay men. Grounded in queer theory, this qualitative study examines the experiences of gay men working in public relations. We used in-depth interviews and focus groups to allow participants to discuss their careers openly. Practitioners indicated that they enjoyed working in public relations, although they pointed out areas of dissatisfaction and suggested ways to improve the working environment for gay men. These include an increased awareness of personal lives and the gay community, reduction of stereotypes, and adopting diversity-friendly policies.
Keywords **(5-7)**	• Lesbian and gay practitioners
Key Highlights **(3-5 – be brief in the summary)**	• Institutions such as government, non-profit and for profit should resist assigning a collective identity to the LGBT community
Theory Used **(indicate if none)**	**Theory Name:** Postmodernism PR theory; Queer theory **Brief Theory Summary** • Postmodernism & PR Theory – Postmodernism's appreciation of differences and separation emerged from an institutional back- lash against modernism's certainty, unity, and authority. In response to the symmetrical, modern approach of the Excellence Theory, public relations scholars encouraged its practitioners to adopt postmodernist principles (e.g., Holtzhausen, 2000; Mickey, 1997). Specifically, Holtz- Hausen (2002) encourages the rejection of a top-down approach to public relations programming and encourages practitioners to offer insights and input into organizational behaviour. • Queer Theory - Derived from the principles of postmodernism, queer theory analyzes the social construction of identities and behaviours without the imprinting values and norms of heterosexuality
Application of Article to Practice **(3-5 – be brief in the summary)**	• Extremely relevant to current discussions pertaining to diversity and inclusion within public relations
Key citations from the article	"Heteronormative construction of the gay practitioners' identities not only can stem social development with colleagues (Rumens, 2008), but it can cause long-term professional harm (Embrick, Walther, & Wickens, 2007).

	Being out to coworkers often resulted in taking on the unwanted identities of cultural interpreter or the ‘‘creative, cool’’ practitioner or risking professional advancement (see Friskopp & Silverstein, 1995)” (p. 465). “Cracking the lavender ceiling. The lavender ceiling refers to the documented tendency for organizations to not promote those in the sexual minority to positions of increased authority, power, prestige, and formal responsibility (Anastas, 1998; Hill, 2009; Second USDA Task Force, 2000). Discrimination against openly gay practitioners surfaces in their exclusion from pay raises, promotions, and increased workplace responsibility but also in termination (Noknoi & Wutthirong 2007)” (p. 467).

Reference

Solís, A. E. U. (2013). Importancia de la comunicación organizacional, el lenguaje y la explicación discursiva desde la perspectiva de género. *Educación y humanismo* 15(24), 136-147.

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	This paper focuses on the importance of studies about organizational communication emphasizing on language and discourses within the organizations. This paper aims to understand the dynamic of subjective-symbolic construction, which allows having a consensus and establishing differences between individuals. It rescues gender perspective as a category of trans-disciplinary analysis, which shows the symbolic order and power relationship established between men and women expressed in a particular language. It preserves the importance of studying elements of organizational communication, such as rites and rituals, as well as its relationship to the social symbolic order in which the discourse unfolds.
Keywords **(5-7)**	• Communication • Language and gender • Culture • Organizational communication • Women
Key Highlights **(3-5 – be brief in the summary)**	• There is a perception of work/housewife roles as antagonistic and/or exclude. • The language goes beyond the organization and reaches the groups with which it interacts: customers, stakeholders and suppliers. Theory Used (indicate if none) Theory Name: Not applicable
Theory Used **(indicate if none)**	**Theory Name:** **none** **Brief Theory Summary** n/a
Application of Article to Practice (3-5 – **be brief in the summary)**	• Use of language in institutional communication • Asymmetry in the power relations between men and women • Inclusive Perspective of Language
Key citations from the article	"Este ordenamiento muestra las relaciones de poder que se establecen entre los individuos, muchas veces asimétricas, y las relaciones de género determinadas por ese ordenamiento" (p. 144).

Reference

Andrade, C., & Sobreira, R. (2013). Igualdade de género na profissão de relações públicas: estudo exploratório c estudantes de comunicação organizacional (Gender equity in the PR profession: exploratory study with organiz communication students). *EXEDRA Journal* 7, 41-50.

Required Element	AB Entry
Country	Portugal
Author-provided abstract (indicate if none)	Several studies identify the predominance of women in the field of public relations. However, gender equity in workplace is also described as an issue that requires attention from researchers, since equity in promotions, salaries and work-life policies seems to reveal discrepancies between men and women. Since college students will be the next generation of PR professionals, educating them to face gender issues in the field could be an important step in order to foster their career aspirations and to overcome some of the challenges in workplace. Based on a survey with a sample of 131 Portuguese undergraduate college students attending a Communication in Organizations program we found that male and female students differ from their male counterparts in their views of equity in PR professions concerning salaries, skills and also the value they put the availability of work-family policies in the companies. Results are discussed taking into the account the views of PR professional and how they may influence students´ career choices and preparation to enter the labor force.
Keywords (5-7)	• Gender Equity • Public Relations • Professional roles • Social Representations
Key Highlights **(3-5 – be brief in the summary)**	• In the salary dimension, female students, rather than male students, agree that, for similar functions, women receive less than men; • In terms of differences in competencies perceived for the exercise of the profession, female students, rather than male students, consider that women are more susceptible than men to being hired for management positions in public relations involving problem-solving and decision-making; • Regarding reconciliation roles and organizational support that can be given for the monitoring of children, female students, rather than male students, value this aspect;
Theory Used **(indicate if none)**	**Theory Name:** - Feminist approaches (Feminist School) - Gender social representations **Brief Theory Summary** • The Feminist paradigms value women's attributes and actions and question the "imitation" of the white male Model in the profession. • Promoting excellence on communication in organizations and public relations departments should integrate men and women and provide, to both, equal opportunities (equal pay and equal access to management positions).

Application of Article to Practice (3-5 – be brief in the summary)	• Different perceptions among college students as men and women attending RP in higher education; • It could be applied to recent PR professionals, comparing the idealized expectation with the lived reality.
Key citations from the article (with pages)	"The majority of young people tend to recognize women have the possibility of social affirmation, valuing individual life projects with professional achievement. However, when they were asked about women's specialization in family support tasks, results followed a traditional perspective: for most respondents, regardless of gender, women should give priority to their role as mothers over professional achievement" (p. 46). "Although university education is increasingly homogenized gender wise in competences acquisition to the future practitioner, it is interesting that female students agree, more than male students, that the labor market can respond in a differentiated way, about the competences acquisition, benefiting women in case of hiring for a public relations job. This is one of the most interesting aspects evidenced by this study, because it contradicts, at least in part, the stereotyped image that associates management functions with the masculine universe" (p. 48). "Low differentiated and, above all, idealized results about the future professional life concerning gender equality reinforce the fundamental role of higher education institutions. A Graduation should go beyond teaching integrated communication models or the importance of technology, also clarifying gender implications to the public relations profession. Assuming this responsibility, educational institutions will be able to help future professionals taking an active role on workplaces transformation in terms of equal values and structures for both men and women" (p. 49).

Reference

Edwards, L. (2013). Diversity: Public relations profession. In - Heath, R. (Ed.) *Encyclopedia of Public Relations* (pp. 271-273). Thousand Oaks, CA: Sage.

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	None (encyclopedia entry)
Keywords **(5-7)**	• Diversity • PR • Public Relations profession
Key Highlights **(3-5 – be brief in the summary)**	• Need for diversity in public relations from both a professional standpoint as well as representation in project work.
Theory Used **(indicate if none)**	**Theory Name:** **/** **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	"Diversity in public relations has become a concern that exercises the minds of professionals and researchers, becoming more important as minority audiences have become wealthier, representing a valuable target market" (p. 271).

Reference

Cassidy, L., & Fitch, K. (2013). Parties, air-kissing and long boozy lunches? Public relations in the Australian fashion industry. *Prism* 10(1), 1-13. Retrieved from: https://www.prismjournal.org/uploads/1/2/5/6/125661607/v10-no1-a5.pdf

Required Element	AB Entry
Country	Australia
Author-provided abstract (indicate if none)	There has been limited research into fashion public relations. This study explores public relations in the Australian fashion industry using ethnographic research and semi- structured interviews with six fashion public relations practitioners. The findings suggest fashion public relations does not easily fit into mainstream understandings of public relations. Rather, fashion public relations is assigned a low status due to its close association with marketing, promotion and publicity and popular representations of the fashion sector as glamorous and superficial. Despite this, participants perceived their work to be professional, where the dominant activities of media relations, celebrity endorsement, and relationship management form part of a carefully devised strategic plan to meet organisational and client objectives. The findings offer an alternative perspective on public relations by considering practitioner experiences in a niche industry field. The study provides new understandings of public relations and calls for a reconceptualisation of the field beyond the narrow remit of mainstream public relations definitions and professional associations.
Keywords **(5-7)**	• Fashion • Public Relations • Australian Fashion Industry • Stereotypes • Women
Key Highlights **(3-5 – be brief in the summary)**	• Perception of fashion public relations: the disconnect between assumed glamourous industry with the work of a PR practitioner • Blurred boundaries between marketing and public relations • Professionalism and fashion public relations • Fashion public relations as strategic public relations
Theory Used **(indicate if none)**	**Theory Name:** Dominant Paradigm **Brief Theory Summary** • Gendered management and technical roles • PR as a strategic management function; critical scholarship is limited • Normative Conceptualisation
Application of Article to Practice (3-5 – **be brief in the summary)**	• Challenges mainstream and normative definitions of public relations • Encourages more critical research into diverse public relations activity – the fashion industry • Would be interesting for a similar study to take place with a larger sample
Key citations from the article	"It offers an alternative perspective on public relations by considering practitioner experiences in a niche industry sector. As such, it mirrors research in other niche sectors such as sport, health and tourism, which

	aims "to map the apparent role and scope of public relations activities" (L'Etang, 2006, p. 241)" (p. 1). "These findings suggest significant overlaps between public relations and marketing activity. However, public relations, particularly the use of social media and media relations, was perceived as a cheaper alternative for brands, which do not have a budget for marketing and advertising campaigns" (p. 8).

Reference

CIPR (2013). *Public relations looks to improve the number of women in the boardroom.* Retrieved from: https://newsroom.cipr.co.uk/dwg-equal-access-network-july/

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Public relations • Women • Gender Disparities • Workplace • Boardroom
Key Highlights **(3-5 – be brief in the summary)**	• •
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** • n/a (brief article about an event from 2013)
Application of Article to Practice **(3-5 – be brief in the summary)**	n/a
Key citations from the article	/

Reference

Daymon, C., & Demetrious, K. (2013). Introduction: Gender and public relations: making meaning, challenging assumptions. In – Daymon, C., & Demetrious, C. (eds.) *Gender and Public Relations: Critical Perspectives on voice, image and identity.* London: Routledge.

Required Element	AB Entry
Country	Australia and the UK
Author-provided abstract (indicate if none)	None (chapter in a book)
Keywords **(5-7)**	• Gender • Public Relations • Feminism • PR theory
Key Highlights **(3-5 – be brief in the summary)**	• Understanding the meanings and assumptions that align with gender and public relations • How feminism methodologically can tell us about PR and its gendered context
Theory Used **(indicate if none)**	**Theory Name:** A variety of theory is mentioned in this introductory chapter as it introduces the scholars who have provided chapters within the text. This intro chapter would not be considered an article. **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• Discusses the need for a succinct definition of public relations
Key citations from the article	/

Reference

Johnson, C. R. S., & Eaves, K. L. (2013). An ounce of time, a pound of responsibilities and a ton of weight to lose: An autoethnographic journey of barriers, message adherence and the weight-loss process. *Public Relations Inquiry* 2(1), 95-116.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This article uses an autoethnographic approach to determine how the intersectionality of identities affects message perceptions about weight loss from the lens of two doctoral students. This autoethnography links our personal experiences with the societal and cultural phenomena of obesity and weight loss, and the rhetoric of messages. We know there is a gap in public relations literature about autoethnography, health communication and intersectionality, and we hope to fill it. We also know health communicators seek more effective ways to reach an increasingly diverse audience; we hope to shed light on the issue. We know that many women want to lose weight and hope our narratives will resonate with them. Finally, we recognize autoethnographic sceptics exist in academia, and we hope our article provides insight into an understanding of the usefulness of autoethnographies in the field of public relations.
Keywords **(5-7)**	• Autoethnography • Identity • Messages • public relations • weight loss
Key Highlights **(3-5 – be brief in the summary)**	• Offers a brief overview of health communication, audience-centred research, intersectionality, obesity and autoethnographic research • Authors' autoethnographic journey is shared followed by the autoethnography
Theory Used **(indicate if none)**	**Theory Name:** Autoethnography, intersectionality **Brief Theory Summary** • Autoethnography – as a means of understanding how publics interpret health messages • Intersectionality – segmentation and understanding of effective segmentation
Application of Article to Practice (3-5 **– be brief in the summary)**	• Many women identify with weight loss goals; interesting how it is tied to practice in regards to health messaging • Health communication is a topic that is receiving more scholarly activity than before • Many PR firms have health communication divisions and offer a variety of services
Key citations from the article	Much of the article was the shared experiences so no direct citations were found worthy of including except on identities: "Identity is dynamic, fluid, multidimensional and consists of *personal, communal* and *external* frames of reference (Jenkins, 1994). The *personal* identity (or internal identity) deals with our thoughts, feelings and self-

	concept. *Communal* identity focuses on the tightly knit networks to which we belong based on collective histories, memories and communication practices. *External* identity is the socially constructed labels that are defined by others. This is also referred to as 'ascribed' identity (Sha, 2006)" (p. 98).

Reference

Jiang, H. & Shen, H. (2013). Toward a Theory of Public Relations Practitioners' Own Conflict: Work Versus Life. *Journal of Public Relations Research* 25(3), 259-279.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This study took a first step to build a theory understanding public relations practitioners' work–life balance. Through a national sample of Public Relations Society of America members, we examined what factors influence practitioners' perceptions of work–life conflict and what kind of impact such perceived work–life conflict may have on their income and career path. Analysis of online survey data of 820 practitioners found that a more family–supportive organizational work environment overall would minimize practitioners' reported work–life conflict. Gender did matter, especially in explaining strain-based conflict perceived by practitioners. Last, women whose career was interrupted earned significantly more than those whose career was not.
Keywords **(5-7)**	• Gender • Work/life balance • Public relations • Work/life conflict
Key Highlights **(3-5 – be brief in the summary)**	• Gender disparities; work-life balance affects women more than men • Work/life conflict • Salary levels • Career Interruptions • 876/4714 PRSA members responded to a survey • The chosen method of a survey to PRSA members was suitable • Findings: Organizational support is more important to practitioners, gender matters, an uninterrupted career path is critical and more conflict equals a higher salary
Theory Used **(indicate if none)**	**Theory Name:** No real theory per se but Literature Review focused on the following: Work/Life Conflict, Work/Life Conflict in PR, Supervisory Support and Work/Life Conflict, **Brief Theory Summary** • Work/life conflict classified as time-based, strain-based and behaviour-based. • Conservation of Resources Theory – negative relationship between supervisory support and work-life conflict • The Public/private divide framework to describe employees work/life experiences as part of gendered organizational life • *** A goal of this study was to build a theory pertaining to work-life conflict of PR practitioners.
Application of Article to Practice **(3-5 – be brief in the summary)**	• Future research on work/life balance is needed but the study took place in 2010 and there is plenty of other research available now. • The study could be conducted again and correlate results between 2010 and 2019/2020

Key citations from the article	"This excessive emphasis on work identities and responsibilities has ultimately created conflict between employees' work and life (Buzzanell & Lucas, 2006). Despite the criticism on organizational life, on the other hand, some scholars have pointed out the need to examine whether, and to what extent, organizations are actually trying to help their employees deal with work-life conflict issues" (p. 259). "A family-supportive organizational work environment is equally, if not more, critical. An organization with such an environment ''openly acknowledges employees' family and personal situations by promoting flexibility, tolerance, and support for family needs and obligations'' (p. 263). "Although gender difference in the perceived time-based work-life conflict was not statistically significant in our study, we did find that male practitioners, on average, perceived lower levels of time-based work-life conflict than women, consistent with previous literature (e.g., Weismantle, 2001). Further research, thus, is necessary to investigate male and female practitioners' different use of time for work and non-work responsibilities" (p. 274).

Reference

Place, K. R., & Vardeman-Winter, J. (2013). Hegemonic discourse and self-discipline: Exploring Foucault's concept of bio-power among public relations professionals. *Public Relations Inquiry* 2(3), 305-325.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This qualitative study of 20 public relations practitioners examines power in public relations through the lens of bio-power – the control and management of human life through regulatory and discursive forces (Foucault, 1978; Macey, 2009; Vogelaar, 2007). Results suggest that biopower exists as (1) hegemonic knowledge of 'brokering information', 'shaping public opinion', 'adding value', and 'pleasing people' and (2) disciplining forces of a workaholic culture and self-censorship. Findings suggest that based on specific hegemonic discourses about public relations, practitioners encounter bio-power and discipline themselves to conform with industry hegemonic discourses.
Keywords **(5-7)**	• Bio-power • Discipline • Foucault • Hegemony • Power • public relations
Key Highlights **(3-5 – be brief in the summary)**	• Interpreting power as a capacity or tool that individuals utilize to influence others • PR professionals become agents who create societal narratives, etc. which builds corporate ideologies • Few studies have applied bio-power to public relations
Theory Used **(indicate if none)**	**Theory Name:** Hegemony **Brief Theory Summary** • Systems of power dynamics and relations • Hegemonic discourse • Bio-power (the control and management of human life through regulatory and discursive forces • Power, discourse and public relations: tradition and managerial interpretations of the power
Application of Article to Practice **(3-5 – be brief in the summary)**	• The study can be used to explore how bio-power is illustrated within different sectors of PR, internal vs. firm, etc.
Key citations from the article	"According to public relations scholarship, practitioners utilize bio-power when they resist power relations and serve as organizational activists (Holtzhausen, 2000: 2012; Holtzhausen and Voto, 2002)" (p. 311).

	"This exploratory qualitative study of 20 public relations practitioners illustrates how public relations is a social and cultural site of power – more specifically, bio-power" (p. 318). "Bio-power in public relations does not simply modify practitioners' bodies, schedules or discourses; it bleeds into and maintains practitioners' personal lives, emotions and notions of self. Forms of bio-power such as accommodation of the 24/7 news cycle, winning over journalists, and self-censorship are unique to the public relations profession and can critically affect how practitioners interact and relate to stakeholder groups" (p. 321).

Reference

Pompper, D., & Jung, T. (2013). Outnumbered yet still on top, but for how long? Theorizing about men working in the feminized field of public relations. *Public Relations Review* 39(5), 497-506.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	The under-researched phenomenon of men working in the feminized field of public relations is investigated using the theory of gendered organizations and feminist and masculinity studies lenses. Survey, interview, and focus group findings illuminate the field's gender paradox wherein men report negative effects of gender-minority status at entry- and mid-levels and worry about a future when women will replace them at public relations' highest management levels.
Keywords **(5-7)**	• Gender • Feminization • Masculinity • Men • Public relations
Key Highlights **(3-5 – be brief in the summary)**	• The sample was all men which is unique to PR scholarship • Men agreed that the PR field is feminized
Theory Used **(indicate if none)**	**Theory Name:** N/A (nothing specifically mentioned) **Brief Theory Summary** • Theorizes how organizations become gendered • Division of labour • Gender in public relations (masculinity vs. femininity) • Social Identity/Construction
Application of Article to Practice **(3-5 – be brief in the summary)**	• Allows us to understand men's perception of working within a feminized industry such as PR
Key citations from the article	"When viewed through a masculinity studies lens, findings reveal a heretofore overlooked and complex phenomenon of men as minorities in public relations that brings greater clarity for expanding Acker's (1990) theory of gendered organizations. Masculinity scholars warn that constraints on men contribute to negative mental and physical health effects given that conflicting social norms prohibit men from showing feelings other than aggression (Pompper, 2010)" (p. 504). "In public relations, gender remains a salient social identity dimension, but we consider the "abstract job" concept (Acker, 1990, p. 154) and male benchmarks to be impractical" (p. 504).

	"Paradoxically, men dominate top hierarchies while women are concentrated at lower levels in public relations. Rarely is a gender lens turned toward men in public relations unless the goal is to benchmark women's ongoing struggles to overcome hiring, salary, and promotion-to-management biases" (p. 497).

Reference

Sundstrom, B.; Briones, R., & Janoske, M. (2013). Expecting the unexpected: Non-profit women's organizations' media responses to anti-abortion terrorism. *Journal of Communication Management* 17(4), 341-363.

Required Element	AB Entry
Country	General
Author-provided abstract (indicate if none)	**Purpose** – The purpose of this paper is to explore a postmodern approach to crisis management through the lens of complexity theory to understand six non-profit organizations' communication responses to anti-abortion terrorism. **Design/methodology/approach** – Researchers conducted a qualitative content analysis of publicly available documents from six non-profit organizations, which included 62 news releases and statements on organization web sites, 152 tweets, and 63 articles in national and local newspapers. **Findings** – A history of violence and rituals of remembrance emerged as important pieces of organizational, personal, and social history surrounding anti-abortion terrorism. The process of self-organization facilitated calling publics to action and combating the "terrorism" naming problem. The non-profits' dynamic environment exemplified the importance of coalition building to construct digital attractor basins, or networks extending beyond permeable boundaries, through a variety of strategies, including new media. Twitter served as a strange attractor, where the concept of interacting agents emerged as a key component of relationship building. **Research limitations/implications** – Findings provide opportunities to expand complexity theory. Practical implications – Findings suggest practical implications for anti-abortion counterterrorism and crisis management, and provide opportunities to develop communication counter measures. Originality/value – Applying a complexity lens to the study of anti-abortion counterterrorism builds on the growing emphasis of the postmodern approach to crisis management and answers the call for further inquiry into the application of complexity theory to crisis situations. Furthermore, this study fills a gap in the study of crisis management by investigating how multiple organizations handle a crisis.
Keywords **(5-7)**	• Public health • Crisis communication • Complexity theory • Counterterrorism
Key Highlights **(3-5 – be brief in the summary)**	• Not sure this article is most appropriate outside of how ones gender (being female) is the gender who can choose to have an abortion or not.
Theory Used **(indicate if none)**	**Theory Name:** Postmodernism

	Brief Theory Summary • Complexity Theory – Provides a valuable lens to understand how non-profit organizations manage anti-abortion terrorism. Is the study of interaction processes within complex systems including social systems such as organizations • Counterterrorism – Anti-abortion extremism • Crisis Management – Article bridges research on PR and counterterrorism communication to suggest a complexity approach to anti-abortion counterterrorism measures. • Grounded theory Analysis
Application of Article to Practice **(3-5 – be brief in the summary)**	• The article is very specific to non-profit organizations and abortion, etc. • It discusses crisis communications on a surface level but very much focuses on anti-abortion and the death of Dr Tiller as the basis for the article/study.
Key citations from the article	"The organizations discussed anti-abortion terrorism through news releases, policies, and tweets, while journalists replicated, repurposed, and reconfigured those messages in news articles. This (re)presentation of anti-abortion terrorism offered a window into the ways that the organizations' messages were normalized for public consumption. This tension explicated the myriad ways that non-profit organizations' made meaning of anti-abortion terrorism. Although divergent cases and contrasting examples were sought across organizations, the themes described below emerged uniformly across the six organizations studied, with illustrative quotes to elucidate the themes" (p. 348).

Reference

Vardeman-Winter, J.; Tindall, N., & Jiang, H. (2013). Intersectionality and publics: How exploring publics' multiple identities questions basic public relations concepts. *Public Relations Inquiry* 2(3), 279-304.

Required Element	AB Entry
Country	General
Author-provided abstract (indicate if none)	As a descriptive theory, intersectionality refers to individuals' interdependent and simultaneous identities that affect how publics confront issues. In this article, we introduce an intersectional approach to publics that complements current segmentation strategies with publics. This article complements early efforts to study multiple identities by expanding the possibilities and realities of accessing and analyzing intersectionality within our intellectual and practical discipline. Also, this article attempts to make apparent possible taken-for-granted assumptions in the research and campaign design process. This approach helps researchers and practitioners to better understand the sociopolitical contexts of public relations communication relationships that lead to the construction of identities.
Keywords **(5-7)**	• Identity • Intersectionality • Publics • Research methods • Segmentation
Key Highlights **(3-5 – be brief in the summary)**	• theorize publics using intersectionality as a starting point • The situational theory of publics and identity • Gender, race and politics and how this affects the practice of PR
Theory Used **(indicate if none)**	**Theory Name:** Descriptive Theory: Intersectionality **Brief Theory Summary** • Publics have social identities rather than one identity • Intersectionality – axes intersect to make ones' identity (age, race, gender, etc.) • Interdisciplinary
Application of Article to Practice **(3-5 – be brief in the summary)**	• Research can be repeated as intersectionality is a relatively new term as it applies to public relations in the United States. • The scholarly activity has increased and it would be interesting to conduct a study in Europe and compare to the US.
Key citations from the article	"Since 'public relations is practised within a framework of identity' (Vujnovic and Kruckeberg, 2010: 672), considering publics' multiple identities is important because the kaleidoscopic of individual identities merge together to form a lens through which meanings about an organization are made. Identities are also complicated to comprehend (McCall, 2005) because of the richness and complexity inherent in how publics define themselves alongside how others ascribe identities to publics (Sha, 2006)" (p. 280).

	"This article complements early efforts to study multiple identities by expanding the possibilities and realities of accessing and analyzing intersectionality within our intellectual and practical discipline. Also, this article attempts to make apparent possible taken-for-granted assumptions in the research and campaign design process. This approach helps researchers and practitioners to better understand the sociopolitical contexts of public relations communication relationships that lead to the construction of identities (L'Etang, 2010; Vujnovic and Kruckeberg, 2010)" (p. 280).

Reference

Yaxley, H. M. L. (2013). Career experiences of women in British public relations (1970–1989). *Public Relations Review* 39(2), 156-165.

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	This study foregrounds career experiences of women working in public relations in Britain during the 1970s and 1980s, a time when female employment in the field increased tenfold. Descriptive oral history interviews with seven women identified a post-facto connection with initial opportunistic experiences of public relations described universally as 'exciting'. Despite a lack of purposeful career direction, interviewees evidenced agentic self-efficacy, not typically expected from women. Male and female role models acted as proxy agents influencing career advancement, however, the women did not act as change agents for younger female practitioners; indeed they were critical of subsequent generations.
Keywords **(5-7)**	• Public relations • Women • Britain 1970s and 1980s • Careers • Agentic self-efficacy • Change agent • Personal agency
Key Highlights **(3-5 – be brief in the summary)**	• Recognizes the beginning of PR in Britain in the 1970s • Minimal research and scholarly activity during this time • Exciting opportunism (results)
Theory Used **(indicate if none)**	**Theory Name:** Not overly clear but I link the Literature Review to feminism **Brief Theory Summary** • Velvet Ghetto Study - IABC • Entrepreneurial and opportunistic agency • Constructivist philosophy
Application of Article to Practice **(3-5 – be brief in the summary)**	• Interesting perspective from those who started their career in the 1970s/1980s. For future research, it would be interested to tie in the idea of the queen bee and also reflect on changes made within the practice of public relations.
Key citations from the article	"This was a limited study into the career experiences of women working in public relations in Britain in the 1970s and 1980s. It sought to explore and fill a gap in existing knowledge. While the women interviewed were not necessarily typical or representative of all those employed in the occupation during the period, their stories are valid evidence of particular experiences and indicate a common narrative with threads that link to the past and challenge perspectives in the literature regarding employment in public relations" (p. 162).

	"The narrative career life-story of women entering public relations in the 1970s and 1980s is one of an initial chance opportunity after working in another communicative occupation, followed by personal self- efficacy and proxy agency from role models as drivers in career advancement. Barriers, such as misogynistic colleagues and gender inequality, were overcome by personal agency, which was also applied to gendered work experiences, and evident in criticisms of younger practitioners" (p. 163).

Reference

Yeomans, L. (2013). Researching emotional labour among Public Relations consultants in the UK: a social phenomenological approach. *Romanian Journal of Communication & Public Relations* 15(3), 31-51.

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	'Social phenomenology' (Schütz, 1970; 1978) and its concept of the 'lifeworld' has received limited attention in the research methods literature. Few contemporary researchers, with the exception of Aspers (2006a; 2006b; 2009) and Svensson (2007) have developed procedures for undertaking social phenomenological research in occupational settings. I developed a social phenomenological approach to explore, from an emotional labour perspective, how public relations (PR) consultants experienced, practised and understood their everyday interactions with clients, colleagues and journalists (Hochschild, 1983). If emotion is understood as a relational practice, the analysis of socially-constructed discourse is essential to access emotional meaning structures within occupational cultures such as public relations. I adopted an iterative analytical process whereby I interviewed, twice, a sample of six participants. From transcript analysis I produced a 'description of practice' document for participants to check (Aspers, 2006a; 2009). 'Bracketing' (Husserl, 1963/1913) involved writing self-memos throughout the research process, and finally, a self-reflexive account. Thematic analysis of findings resulted in a rich understanding of emotion management and identity work in public relations. This paper demonstrates that an iterative and reflexive analytical process that involves participants in co-creating social reality, is a compelling approach to understand the 'lifeworld' of social actors in occupational settings.
Keywords **(5-7)**	• Social phenomenology • Emotional labour • Public relations
Key Highlights **(3-5 – be brief in the summary)**	• Extensive study methodologically-speaking • How emotion in PR is a neglected area of scholarship
Theory Used **(indicate if none)**	**Theory Name:** Phenomenology, emotional labour theory **Brief Theory Summary** • Essences of lived experiences; commonalities of shared experiences • Social and cultural-social phenomenology
Application of Article to Practice **(3-5 – be brief in the summary)**	• How PR consultants experience and understand their everyday practices in managing professional relationships

Key citations from the article	"Emotional labour requires face-to-face or voice-to-voice contact with the public; workers managing their own emotions and displays of feelings to elicit a desired emotional response in other people; and finally, they allow the employer, through 'training and supervision to exercise a degree of control over the emotional activities of employees' (Hochschild, 1983, p. 147)" (p. 34).

Reference

Yeomans, L. (2014). The gender gap in PR: What research tells us. *CIPR blog post,* 10 March. Retrieved from: http://influence.cipr.co.uk/2014/03/10/the-gender-gap-in-pr-what-research-tells-us/

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Public relations • Gender gap • Women PR practitioners • Inequalities • Feminism
Key Highlights **(3-5 – be brief in the summary)**	• PR is a female-dominated profession, but male practitioners still occupy the senior positions. • Women PR practitioners occupy the junior and middle-level positions. • There is evident gender gap in PR profession.
Theory Used **(indicate if none)**	**Theory Name:** Feminist theory **Brief Theory Summary** • Negotiated resignation • Glass ceiling effect • Discussion of liberal feminism and post-feminism.
Application of Article to Practice **(3-5 – be brief in the summary)**	• It would be good to elaborate gendered public relations further. • Information of the first EU-funded international summer school on the theme of gender in public relations at Leeds Metropolitan University.
Key citations from the article	"The difference in perceptions between men and women may be attributed to different 'gender systems'. Qualitative research has highlighted such 'gender systems' at work, for example, what Romy Fröhlich calls the 'friendliness trap' whereby women's competence in relationship-building is one of the possible reasons why women are consigned to the lower ranks in public relations agency work" (Fröhlich, 2010, cited from Yeomans, 2014, n.p.). "We in universities need to discuss gender issues in PR openly with our students. The ability to negotiate salaries is recognised as important but I am not sure that we are adequately equipping our students, and our female students in particular, to negotiate their first salary (many of our PR students already have a one year placement/internship on their CV), or indeed, to aspire to leadership roles" (n.p.).

Reference

Yeomans, L. (2014a). Gendered performance and identity work in PR consulting relationships: A UK Perspective. In – Daymon, C., & Demetreious, K. (eds) *Gender and Public Relations: Critical Perspectives on voice, image and identity.* London: Sage (pp. 87-107).

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	None (book chapter)
Keywords **(5-7)**	• Gender • Public relations • Identity work • PR consulting relationships • UK
Key Highlights **(3-5 – be brief in the summary)**	• The chapter draws from the literature on gender, emotional labour and critical studies to ask "whose interests are served by gender segregation in PR, including the 'professional project' itself" (p.87, emphasis in the original).
Theory Used **(indicate if none)**	**Theory Name:** Gender theory; Hochschild's emotional labour thesis **Brief Theory Summary** • Gender is what people do rather than what they have, and thus this view of gender presents a postmodern view of gender identity as something "that is fluid, unstable and dependent upon social context" (p. 88) • Emotional labour requires "face-to-face or voice-to-voice contact with the public; workers managing their own emotions and displays of feelings to elicit a desired emotional response in other people; and, finally, allowing the employer, through 'training and supervision to exercise a degree of control over the emotional activities of employees (Hochschild, 1983, p. 147)" (p. 88)
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	"Thus, 'feminization' (Reskin and Roos 1990) cannot merely be seen as a phenomenon that describes a larger proportion of women than men entering a profession. Men who enter an occupational culture where the feminine, or relational, characteristics of the job, such as rapport-building, empathy and communication, are emphasized (e.g. to provide a client service) may find that this kind of work presents a lack of reinforcement to masculine identity, and indeed may present threats if men have concerns about the external image of the profession and the way they are perceived among friends and potential partners" (p. 90).

	"Williams (1993, cited in Abbott, Wallace and Tyler 2005: 256) argues that there is a tendency for both men and women to be rewarded for distancing themselves from femininity" (p. 102). "The strategies that both female and male PR consultants use could be characterized as largely 'feminine' while having an instrumental goal in achieving 'results' and earning the client's trust. Importantly, however, gendered performances in everyday agency practice do not respond solely to the situational demands of agency relationships: they respond to the broader context of a feminized industry and the PR 'professionalization project'. From this study, I argue that feminization should be understood not only in terms of a female majority in the profession but also in terms of the relational characteristics of the job, and how male PR practitioners negotiate identity through their interactions to preserve their masculinity and professional status" (p. 103).

Reference

Hodges, C. E. M., & Edwards, L. (2014). Public Relations Practitioners. In – Smith McGuire, J., & Matthews, J. (eds) *The Cultural Intermediaries Reader*. London/Thousand Oaks: Sage (pp. 89-99).

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	None (book chapter)
Keywords **(5-7)**	• Public relations • Practitioners • Cultural studies • Cultural intermediaries
Key Highlights **(3-5 – be brief in the summary)**	• Authors are analysing "PR practice and its centrality to 'everyday life'" (p. 89, emphasis in the original) • Authors take an interpretivist position and suggest that "culture emerges from the experiences of individuals and how they make sense of them (…) The role of public relations within culture then is to create and communicate shared meanings (…) and PRPs are deeply embedded in culture, and occupational group specializing in the production and dissemination of symbolic goods and commodities" (…)" (p. 89). • Authors also understand PR as a "cultural activity which 'forms part of the communicative process by which society constructs its social reality" (p. 90).
Theory Used **(indicate if none)**	**Theory Name:** **Brief Theory Summary** • •
Application of Article to Practice **(3-5 – be brief in the summary)**	•
Key citations from the article	"The UK provides a useful illustration of the evolution of western approaches to PR practice that are typically based in neoliberal political-economic throught and shaped by new forms of mass media and communication (…) The roots of PR in the UK go back to the era of the British Empire during the 19th and early 20th centuries when it was used as part of efforts to expand and promote British interests overseas. The Empire Marketing Board, for example, was responsible for producing documentary-style films that explored particular facets of the British way of life and promoted British commercial interests" (p. 90). "What creates the greatest power for PR is belief in the legitimacy of words and those who utter them (…) PRPs operate as 'discourse workers' or contemporary storytellers combining material objects with words, symbols, technologies and behaviours to construct particular, specialized

	identities (Gee, 2005: 7) and, to some degree, fantasy worlds that have resonance with the 'lifeworlds' of consumers to get their client (a brand/celebrity/political organization/place etc) known as accepted" (p. 92).

Reference

Daymon, C., & Demetrious, K. (2014). *Gender and Public Relations: Critical Perspectives on Voice, Image and Identity*. New York: Routledge.

Required Element	AB Entry
Country	International
Author-provided abstract (indicate if none)	None (an edited book)
Keywords **(5-7)**	• Gender • Public relations • Voice • Image • Identity • Critical perspectives • power
Key Highlights **(3-5 – be brief in the summary)**	• The book tries to deconstruct gender and its link to the public relations industry. In that, they use a critical feminist approach, and authors are either feminists or authors with sympathies to feminist scholarship • Authors use the anti-essentialist approach to gender and organisation. • Editors of the book also use a definition of public relations as " a communicative activity used by organisations to intervene socially in and between competing discourses in order to facilitate a favourable position within a globalized context" (p. xiii-xiv). • A lot of the book's focus is on centred on the power and in that authors focus also on organisations that disrupt the usual power structures, such as labour unions and women's groups. • Gender is also understood (introductory chapter by editors) as a fluid social construct that people individually make a sense of. • The chapters include considerations of the gendered cultural intermediary role, inequality and intersectionality, identity in consulting relationships; women's activism, celebrity and gender in reputation management, advocacy groups and their use of PR, culture and power and its link with gender, migrants and unions, gendered political intersections in communication and feminization and professionalization in the PR industry. • Case studies include several countries as well as global perspectives.
Theory Used **(indicate if none)**	**Theory Name:** Feminist and critical theory **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	Some chapters from this book have been analysed and quoted separately in this literature review due to their direct link to this project. This book has

	a secondary relevance to the project, but it needs to be included due to contribution it makes in understanding gender and public relations.

Reference

CIPR (2014). *CIPR launches new series of guides to navigate the challenges of maternity leave and return to work.* Retrieved from: https://newsroom.cipr.co.uk/cipr-launches-new-series-of-guides-to-navigate-the-challenges-of-maternity-leave-and-return-to-work/

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	None (professional report)
Keywords **(5-7)**	none
Key Highlights **(3-5 – be brief in the summary)**	• CIPR launched a guide for working mothers to help them return to work • The guide has been made publicly available and it offers advice to working mothers on how to keep in touch with the organisation, as well as advice to managers on how to handle maternity leaves
Theory Used **(indicate if none)**	**Theory Name:** / **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	/

Reference

Pompper, D. (2014). Interrogating inequalities in a feminized field: using Critical Race Theory and the intersectionality lens to render visible that which should not be disaggregated. In - Daymon, C., & Demetreious, K. (eds.) *Gender and Public Relations: Critical perspectives on voice, image and* identity (pp. 67-86). USA and Canada: Routledge.

Required Element	AB Entry
Country	Global
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• public relations • feminist research • inequalities • in-depth interviews • workplace
Key Highlights **(3-5 – be brief in the summary)**	• The study demonstrates ways that privilege and disadvantage are reinforced according to social identity aspects. • The paper provides evidence for power dynamics and inspiring meaningful interventions for real change. • Using a race critical approach to demonstrates workplace inequities, biases and discrimination.
Theory Used **(indicate if none)**	**Theory Name:** Critical race theory **Brief Theory Summary** • Critical race theory and the intersectionality lens enable a critique of public relations.
Application of Article to Practice **(3-5 – be brief in the summary)**	• Would be applicable to the comparison of different countries and socio-economic contexts. • Shows need for renegotiating of public relations as a feminized field. • Highlights the importance of age and ethnic identity leadership in PR.
Key citations from the article	"Indeed, new paradigmatic thinking – such as emphasizing the relevance of pondering social identity intersectionality along with gender is required to adjust public relations theory and to catapult it into present, global realities" (p. 81).

Reference

Edwards, L. (2014). *Power, diversity and public relations.* London: Routledge.

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Public relations • Inequalities • Diversity • Intersectionality • Privilege • UK
Key Highlights **(3-5 – be brief in the summary)**	• Comparison of diversity management. • Qualitative approach. • Diversity in policy and practice.
Theory Used **(indicate if none)**	**Theory Name:** Not provided **Brief Theory Summary** • The approach of diversity perspectives in public relations.
Application of Article to Practice **(3-5 – be brief in the summary)**	• Managing diversity is neither simple nor necessarily productive. • Slow progress in diversity in PR. • View of the historical process. • Shows need for deep research on diversity in PR.
Key citations from the article	"Moreover, the business rationale for diversity works to silence the other" (p. 7). "Intersectionality underlines the fact that identity is social, as well as individual, historically determined as well as individually negotiated" (p. 11).

Reference

Balmaseda, E. V.; de Celis, I. L. R.; Clemente, G. I.; de Bobadilla Güemez, S. F., & de Durana, C. A. E. G. (2014). *Guía de buenas prácticas en responsabilidad social de género.* Ediciones Pirámide.

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	This guide of good practices in the social responsibility of gender has like objective to provide to the companies a frame of action for the unfolding of actions that foment the equality of sort like part of his corporate social responsibility, that is to say, for the development of social responsibility of gender (RSG). The implementation of practices that promote equality brings great benefits, not only for the greater satisfaction and motivation of the workers but also for the improvement in the reputation and in the positioning of the company and its products before the clients and the society in general. In addition to providing guidelines and recommendations to carry out a GSR, the guide includes real cases of companies and organizations from various sectors - industrial, health, financial or educational - and of different sizes (from SMEs to large multinationals). It has relied on the experience of excellent organizations in management or advanced equality to extract their knowledge and know-how and make it available to other organizations. The examples of good practices covered in the work cover areas as diverse as Corporate governance and values, people management, health and safety at work, adaptation to change, management of environmental impact and natural resources, local communities, business partners, providers and consumers, human rights, global ecological problems.
Keywords **(5-7)**	• Gender Equality • Gender social responsibility • Corporate social responsibility • Human rights • Business partners • Corporate governance • Environmental
Key Highlights **(3-5– be brief in the summary)**	• Practices that promote equality provide great benefits, not only for the greater satisfaction and motivation of working people. • Real examples of companies and organizations from different sectors - industrial, health, financial or educational - that develop a social responsibility for gender. • Examples of companies and organizations of different sizes (from SMEs to large multinationals) that develop a social responsibility for gender.
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice	• Framework for companies to develop good practices in the social responsibility of gender. • The experience of excellent organizations in management or advanced in matters of equality.

(3-5 – **be brief in the summary)**	
Key citations from the article	/

Reference

Fernández, E. G. (2014). *Feminismo, RSC y comunicación participativa: metodología para la igualdad de género en la empresa* (Doctoral dissertation, Universidad de Málaga).

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	The present situation has highlighted the existence of a crisis, not only economic, social and political, but also structural, which should lead us to a change of model. In order to reach this change, we should determine which instruments or actions have already proved to be beneficial before. It is not a question of denying and neglecting everything that is already done but to take advantage of the positive experiences that, in terms of social justice and equality, have already made progress in social transformation. From a feminist analysis of the current situation, it has been detected that the confluence of three variables, such as transparent and participatory communication, corporate social responsibility (also CSR) and gender equality, in a business environment, may find a methodological approach which binds together these elements, considering that, once united, they will lead to the goal of answering the new challenges posed by this crisis. The present study seeks to cover this detected deficiency. The novelty of the proposal presented is to draw from the theoretical sources of CSR and feminism, counting in both cases with a communicative strategy, arguments that justify the need in the companies to carry out mainstream and specific gender policies through a transparent and participatory model of communication. That is, innovation is now an indispensable condition to emerge from the crisis; it consists, in this case, of taking from the already known and widely studied sources and mixing them with a different purpose than they have separately. In order to find out if public policies on gender equality, both mainstream and specific, applied to a private company, have a place and are suitable in the design of that other model of society in terms of social and economic democracy, it is relevant to analyse how they have been developed in a concrete example. In the first chapter of this study is presented the justification for the research as well as the hypotheses and the aims determined, the methodology used and the proposal for an intervention model in companies. In the first part, the second chapter will state the conceptual and regulatory framework of CSR and its transparent communication; while in the third chapter, gender equality in the company will be tackled, starting with the feminist approaches that base it, public policies that develop it and participatory communication that empowers it. In the second part, in the fourth chapter, the company Novasoft will be analysed as a specific case that, during the 2008-2011 triennium, developed its strategy of gender equality, both mainstream through its CSR and specific through the gender equality plan. In the fifth chapter, the final conclusions of this research will be set out.
Keywords **(5-7)**	• Feminist analysis • Transparent communication • Corporate social responsibility • Participatory communication • Gender equality • Feminism

	• Public politics
Key Highlights **(3-5 – be brief in the summary)**	• The existence of a CSR strategy and an external and internal communication policy has facilitated the implementation of a mainstream and specific gender policy. • The convenience of applying a methodology based on a model of participatory communication for the implementation of gender equality in a business organization with RSC strategy. • A good CSR policy focused on gender equality and transmitted through appropriate communication. • More than half of the Novasoft staff had no knowledge of the development of the Equality Act (59%), or the existence of an equality plan in the company (55%). After the process, knowledge becomes 65%. • Almost all of the workers of Novasoft (95%) believed that companies should be driving and protagonists in this type of policy in relation to conciliation policies.
Theory Used **(indicate if none)**	**Theory Name:** Speech analysis / feminist methodology **Brief Theory Summary** • Case study of the Novasoft company • Survey on the implementation of equality policies • Depth interview made to different workers of the company
Application of Article to Practice (3-5 – **be brief in the summary)**	• The application of a participatory communication methodology with a gender approach in a business organization. • To provide data and information needed to obtain an integral vision and a sufficient knowledge base about CSR, gender equality and transparent and participatory communication, from a historical, conceptual, economic and social point of view
Key citations from the article	"A feminist critical stance in view of social, economic and structural reality of a company, when addressing the implementation of gender policies, has been crucial for the approach, implementation, monitoring and evaluation of the participatory process carried out" (p. 422). "…participatory and transparent communication is the basic strategy through which other business models and power relations are possible within the company" (p. 423).

Reference

Fitch, K., & Third, A. (2014). Ex-Journos and promo girls: Feminization and professionalization in the Australian public relations industry. In - Daymon, C., & Demetrious, K. (eds.) *Gender and Public Relations: Critical Perspectives on Voice, Image and Identity.* London: Routledge (pp. 247-268).

Required Element	AB Entry
Country	Australia
Author-provided abstract (indicate if none)	None (book chapter)
Keywords **(5-7)**	• Public relations • Feminization • Professionalization • Australia • female practitioners
Key Highlights **(3-5 – be brief in the summary)**	• Authors conducted semi-structured in-depth interviews with women who were PR specialist in 1980s and 1970s. • In that time, the PR sector offered significant employment and management opportunities in contrast to the corporate sector. • The majority of Australian female PR practitioners were ex-journalist.
Theory Used **(indicate if none)**	**Theory Name:** Feminist cultural study Sociological approach Critical approach Historical approach **Brief Theory Summary** • Main research topic: Considering the personal experiences of women practitioners during 80s allows understanding of how gendered tensions shaping the public relations industry intersected with its increasing professionalization.
Application of Article to Practice (3-5 – **be brief in the summary)**	• Research shows the importance of personal experiences of female PR practitioners. • Results can be used for further research on professionalization and feminization. • Research also shows the need for the study of feminization and professionalization of the PR sector in the past.
Key citations from the article	"The impact of feminization was ambiguous: as the same time as women were offered significant employment opportunities and, in some sectors, pathways into management, professionalization of the industry resulted in the separation of public relations activity into professional and technical roles where certain roles tend to be marginalized and public relations activity in the corporate sector was perceived as more professional" (p. 266). "The impact of large numbers of women entering industry renewed attempts to ensure professional status to public relations and to position it as a strategic and corporate activity" (p. 266).

Reference

Vardeman-Winter, J. (2014). Issues of representation, reflexivity, and research-participant relationships: Doing feminist cultural studies to improve health campaigns. *Public Relations Inquiry* 3(1), 91-111.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	I reflect upon findings from a feminist cultural study uncovering teen girls' and parents' perceptions of the Gardasil HPV/cervical cancer vaccine media campaign. I consider issues important to feminist researchers such as representation, reflexivity, and researcher–participant relationships as they relate to public relations research. Topics discussed are seeing the dark side of meeting our publics, renegotiating feminist ideals, and balancing strategic and feminist goals. I propose considerations for doing feminist cultural studies to inform campaign production.
Keywords **(5-7)**	• qualitative methods • feminist research • cultural studies • teen girls • campaign • vaccine
Key Highlights **(3-5 – be brief in the summary)**	• The study demonstrates that many important overlaps exist between feminist qualitative research, cultural studies, and public relations. • The reflections analyzed in this paper provide evidence that researchers' social positions are often vastly different from participants' social positions. • Using a feminist cultural studies approach to campaign design, communicators work to reduce power differentials in communication relationships by pursuing cultural meanings, languages, and norms more ethnographically.
Theory Used **(indicate if none)**	**Theory Name:** Feminist cultural studies **Brief Theory Summary** • Feminist cultural studies distinguish from the common and traditional cultural studies in their aspiration to uncover how the gender of women is marginalized in 'feminine' media representations. • Feminist studies are based on feminist standpoint epistemology, which involves research conducted by women and for women.
Application of Article to Practice **(3-5 – be brief in the summary)**	• Would be applicable to the comparison of different countries and socio-economic contexts. • Shows need for renegotiating of feminist ideals and balancing strategic and feminist goals. • The author learned her limitations in experiencing anxiety over keeping 'safe' information and regret of complicity.
Key citations from the article	"I was not prepared for the significant testing of my skills as a researcher, and each interview was a new lesson of balancing my conflicting ideals of feminist empowerment with the lessons of 'old', traditional notions of objectivity" (p. 101-102).

	"Health educators should promote emancipatory communication such that not only do campaigns start from the public's perspective with the public (Dutta, 2007), but the campaign also starts with those in greatest need as a way for them to problem solve for themselves" (p. 106).

Reference

CIPR (2014b). *CIPR issues commitment to tackle equal pay and gender balance in Public Relations.* Retrieved from: https://newsroom.cipr.co.uk/cipr-issues-commitment-to-tackle-equal-pay-and-gender-balance-in-public-relations/

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Public relations • Gender gap • Female PR practitioners • Flexible working • Maternity leave • Salary • Job satisfaction
Key Highlights **(3-5 – be brief in the summary)**	• A comprehensive overview of the public relations profession (2,531 respondents) • When performing the same roles men are more paid than women. • Female PR practitioners occupy the junior and middle-level positions • A third of public relations professionals (35%) want public relations to be their career for life.
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice (3-5 **– be brief in the summary)**	• Shows need for seeking ways to bridge the gender gap in the PR profession. • Perception of significance gender issues in public relations.
Key citations from the article	"We must also look to do more about gender pay inequality. A truly professional discipline does not accept having a pay gap between men and women who are doing exactly the same jobs, particularly as this gap significantly increases with seniority" (p. 3).

Reference

CIPR (2014a). *CIPR launches nine recommendations for enabling flexible working in public relations.* Retrieved from: https://newsroom.cipr.co.uk/cipr-launches-nine-recommendations-for-enabling-flexible-working-in-public-relations/

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• flexible working • report • public relations • gender • PR practitioners
Key Highlights **(3-5 – be brief in the summary)**	• PR as a female-dominated profession is still led by men. • 'Flexible working is an integral part of the modern workplace'. • Nine recommendations to enable flexible working in PR: create an open process to consider flexible working requests; state required work hours – flexible or otherwise – in staff contacts; embrace technology and invest in it; set rule and expectations for out-of-office contact; establish a BYOD (bring your own device police); encourage communication; establish and encourage a flexible working structure; set an example and lead people-centric organizations; acknowledge that there isn't one way for working for all.
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• Because of recommendations, may serves as a basis for strategies or action plans. • Fully practice-oriented approach. • Interviewing of directors in the PR sector regarding flexible working give us practical information and experience.
Key citations from the article	"As defined by the Chartered Institute of Personnel and Development, flexible working is a type of working arrangement which gives some degree of flexibility on how long, where, when and at what times employees work. The flexibility can be in terms of working time, working location or the pattern of working" (p. 4). "Currently viewed by some as a 'nice to have', the broad diversity and inclusion agenda is becoming ever more valued by clients, business partners and employees in public relations — as ultimately, it makes business sense. In 2013, McKinsey reported that "companies with more women at the top tend to achieve higher organizational and financial performance" and that "what is good for women will also be good for men, and ultimately for the corporation as a whole" (p. 6).

Reference

Míguez-González, M. I..; Xosé Manuel Baamonde-Silva, X. M., & Corbacho-Valencia, J. M. (2014). A bibliographic study of public relations in Spanish media and communication journals, 2000–2012. *Public Relations Review* 40(5), 818-828.

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	This study analyses the trends and visibility of research on public relations in the most relevant Spanish media and communication journals between the years 2000 and 2012. Bibliometrics and content analysis are used to show the reduced presence of articles on public relations in these publications. A trend towards gender parity in authorship is confirmed in the sample, as well as a plurality of universities and a variety of research themes. The study also proves preference for generic questions rather than for specialised topics. Another finding is that almost one-fourth of the specific articles on this discipline do not contain the term "public relations". This can hint towards the need to have a specific high-impact publication on public relations to bring together and provide visibility to the contributions of researchers in this field.
Keywords **(5-7)**	• Public relations research • Spanish media and communication journals • Impact factor
Key Highlights **(3-5 – be brief in the summary)**	• The journal sample included 3728 articles published between the years 2000 and 2012. • Public relations address 173 (4.6% of the total) articles. • The visibility of the discipline of public relations is highly heterogeneous.
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice (3-5 **– be brief in the summary)**	• Public relations are a secondary topic for Spanish journals in media and communication studies. • Would be great to have a comparison between Spain and some other countries for further research. • Would be applicable to strategic document in the field of education.
Key citations from the article	"Regarding gender (Table 1), we can claim that parity is achieved to a high extent in terms of the gender of authors, as 55% of them are men and 45%, women" (p. 823). "In general, our research shows that 54.9% of the 153 articles specifically dealing with public relations do not include this concept neither in the title nor in the abstract or keywords" (p. 824).

Reference

Patwardhan, P., & Bardhan, N. (2014). Worlds apart or a part of the world? Public relations issues and challenges in India. *Public Relations Review* 40(3), 408-419.

Required Element	AB Entry
Country	India
Author-provided abstract (indicate if none)	This study examines modern public relations in India investigating current issues, trends and leadership in communication management. Using a survey of Indian practitioners, it compares public relations in India with global trends. Findings suggest that practice in India is interdependent and changing dynamically with global influences, though a global–local dialectic is clearly present. Country-level differences are evident with development of human capital seen as the top issue in the region. At the same time, similar to other countries, the industry in India is also dealing with issues of digitization and information flow, struggling with measurement concerns, and trying to stay on top of crisis management preparedness.
Keywords **(5-7)**	• Public relations • Global • India • Industry issues
Key Highlights **(3-5 – be brief in the summary)**	• Comparison of an industry survey of Indian public relations practitioners with global trends. • Quantitative approach. • Indian practitioners identify the important role that public relations play in crisis management.
Theory Used **(indicate if none)**	**Theory Name:** (not provided in the original article) Management Perspectives in Public Relations The Excellence Study **Brief Theory Summary** • general-cultural specific approach • country-specific approach
Application of Article to Practice **(3-5 – be brief in the summary)**	• Research on public relations in India and other countries should continue to put the accent on global-local dynamics to create a cross-cultural perspective. • Shows need for deep research on country-level differences.
Key citations from the article	"There are several things that we learn from this study about the state of public relations in India as well as its connection to the practice globally. First, country-level differences are evident, particularly with reference to the development of human capital as India faces a paucity of skilled entry level talent and training opportunities. This is a major and somewhat unique challenge for leadership in the region" (p. 10).

Reference

Verčič, D.; Verhoeven, P., & Zerfass, A. (2014). Key issues of public relations of Europe: Findings from the European Communication Monitor 2007-2014 (Temas clave de las relaciones públicas en Europa: Resultados del European Communication Monitor 2007-2014). *Revista Internacional De Relaciones Publicas* 4(8), 5-26.

Required Element	AB Entry
Country	European comparative study
Author-provided abstract (indicate if none)	European Communication Monitor is the largest longitudinal research project in public relations practice in the world. Data collected annually from 2007 to 2014 show that practitioners perceive five issues as the most important for their work: linking business strategy and communication, coping with the digital evolution and social web, building and maintaining trust, dealing with the demand for more transparency and active audiences, and dealing with the speed and volume of information flow. Perception of the importance of various issues for the practice of public relations is largely dependent on the gender, geography (division between Northern and Western vs. Southern and Eastern Europe), and sector in which a practitioner works (corporate, government, NGO or agency). While gender and sectorial differences studied in academic public relations literature, divisions in public relations practice between North-Western and South-Eastern Europe are largely ignored.
Keywords **(5-7)**	• public relations • corporate communication • communication management • European Communication Monitor • longitudinal research • issues
Key Highlights **(3-5 – be brief in the summary)**	• Systematic comparative longitudinal research in public relations exist only in Europe. • Relevant methodology: between 2007 and 2014 16.310 respondents filled out the questionnaire (average of 2039 per year). • Perception of various issues in public relations is dependent on the gender, geography and sector of work.
Theory Used **(indicate if none)**	**Theory Name:** (not provided in the original article) The Excellence Study **Brief Theory Summary** • Main research question: What key issues European public relations practitioners perceive as the most important for their practice?
Application of Article to Practice (3-5 – **be brief in the summary)**	• Research shows that three of top issues are highly studied in previous public relations literature: linking business strategy and communication directly relates to the notion of public relations as a strategic management function, dealing with the demand for more transparency and active audiences, and building and maintaining trust. • Perception of various issues in public relations is dependent on the gender, geography and sector of work. • Shows need for study on differences in public relations practices between North-Western and South-Eastern Europe.

Key citations from the article	"Professionals with more or less experience in public relations and communication management do not differ very much in their assessment of the issues for the profession" (p. 20). "The European Public Relations Body of Knowledge project was in 2007 superseded by the European Communication Monitor (ECM), which became the largest and the most comprehensive annual survey of public relations and communication management in the world" (p. 8).

Reference

Fitch, K. (2015). Feminism and public relations. In – L'Etang, J.; McKie, D.; Snow, N., & Xifra, J. (eds) *Routledge handbook of critical public relations.* London: Routledge.

Required Element	AB Entry
Country	International
Author-provided abstract (indicate if none)	None (edited book)
Keywords **(5-7)**	• Critical public relations • Women • Public relations • feminism
Key Highlights **(3-5 – be brief in the summary)**	• feminist theory in public relations is not theorised enough • In some countries, there is a perception that there is no discrimination in public relations because women form the majority of the workforce, and thus the occupational segregation is ignored • Only a few scholars recognize the contribution of women to public relations, whilst the majority of works remain focused on the history of white men
Theory Used **(indicate if none)**	**Theory Name:** Critical feminist theory of public relations **Brief Theory Summary** • Critical perspectives in feminist public relations scholarship are rare. I therefore explore the relationship between women and public relations in the histories, theories and practices of the field from a critical perspective in order to develop a new understanding of the gendering of public relations. I argue feminism remains undertheorised in public relations, despite a body of feminist scholarship stretching back to the 1980s" (p. 54)
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	"By feminism, I refer to a social movement that seeks to end discrimination on the basis of gender. Like public relations, this movement emerged out of capitalism (Felski, 1989) and modernity (Daymon & Demetrious, 2014; Felski, 1995) and lacks a single and stable definition or meaning" (p. 54).

Reference

Moreno, A.; Molleda, J.C.; Athaydes, A., & Suárez, A.M. (2015). *Latin American Communication Monitor 2014- 2015. Excelencia en comunicación estratégica, trabajo en la era digital, social media y profesionalismo. Resultados de una encuesta en 18 países.* Brussels, Belgium: EUPRERA.

Required Element	AB Entry
Country	Latin America
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Excellence • Strategic communication • Digital age • Social media • Professionalization • Latin American • Communication
Key Highlights **(3-5– be brief in the summary)**	• Professional women value, far above men, face-to-face communication and social media. • 30% of professionals in Latin America say they have not achieved some kind of influence. • Men are better paid than women. 74.3% of women earn less than $ 20,000
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** • Sample of 803 communication professionals from 18 countries in Latin America. • Analysis of frequencies, cluster, correlations, contingency tables. • Coefficients: Chi2, correlation of Pearson, ANOVA / Scheffe Post-hoc, independence test of the T of Kendall and the Kendall correlation test. The statistical indicators (V from Cramér, F, r, Tau).
Application of Article to Practice (3-5– **be brief in the summary)**	• Analysis of communication management in Latin America • The wage gap between men and women • Level of knowledge of communication professionals on excellence, strategic communication and social media. • Gender discrimination in the profession of communication management in Latin America.
Key citations from the article	"A mayor índice de igualdad, mayor capacidad crítica con las diferencias de género o más altas expectativas respect al desempeño igualitario de las organizaciones" (p. 79). "Women are much more excluded from informal networks of power, who have fewer opportunities to advance or who need more time to care for the people in their care" (p. 79).

Reference

CIPR (2015). *CIPR responds to publication of latest Women on boards review*. Retrieved from: https://newsroom.cipr.co.uk/cipr-responds-to-publication-of-latest-women-on-boards-review/

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	/
Key Highlights **(3-5 – be brief in the summary)**	• CIPR responded to newly released information on Women on boards, which showed a clear pay gap and equality gap and announced hosting of round tables to discuss how to bridge the equality and pay gap, which cannot be explained with part-time work and parenting.
Theory Used **(indicate if none)**	**Theory Name:** **Brief Theory Summary** • •
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	/

Reference

CIPR (2015a). *Gender Pay Resources*. Retrieved from: https://www.cipr.co.uk/content/policy-resources/policy/gender-pay/gender-pay-resources

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	/
Key Highlights **(3-5 – be brief in the summary)**	• List of resources from CIPR in regards to gender pay gap in the public relations industry
Theory Used **(indicate if none)**	**Theory Name:** / **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	/

Reference

CIPR (2015b). *CIPR tackles gender issues in PR head-on with a four-point plan.* Retrieved from: https://newsroom.cipr.co.uk/cipr-tackles-gender-issues-in-pr-head-on-with-a-four-point-plan/

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	/
Key Highlights **(3-5 – be brief in the summary)**	• CIPR published a four-point manifesto to tackle the gender pay gap, which still exists in the PR industry
Theory Used **(indicate if none)**	**Theory Name:** / **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	/

Reference

Shen, H.; Jiang, H.; Jin, Y., & Sha, B.-L. (2015). ReviewPractitioners' work-life conflict: A PRSA survey. *Public Relations Review* 41(4), 415–421.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This study examined public relations practitioners' experiences with work-life conflict and their coping mechanisms. Survey results of a national random sample of members of the Public Relations Society of America (N = 565) added another layer to the work-life conflict literature by demonstrating the impact of the larger organizational environment and professional association on practitioners' conflict experiences. In short, a negative work environment could increase practitioners' self-reported levels of work-life conflict, yet a strong identification with the public relations profession and with the larger professional community could help mitigate such conflict. More alarmingly, a heightened level of work-life conflict would discourage practitioners' proactive coping mechanisms. Theoretical and practical implications are discussed.
Keywords **(5-7)**	• Organizational environment • Professional identification • Work-life conflict • Coping
Key Highlights **(3-5 – be brief in the summary)**	• Work-life balance for PR practitioners is difficult, but there is little academic interest in exploring this phenomenon • Professional organisations can have a positive impact on practitioners and their ability to cope with the work pressure • The negative organizational environment contributes towards stress and the lack of ability to cope with stress • Organizations should build a culture that supports the right work-life balance, rather than asking that PR practitioners prioritize work • Professional organizations should increase efforts in promoting peer-to-peer support networks
Theory Used **(indicate if none)**	**Theory Name:** Coping theory (from psychological research) **Brief Theory Summary** • "Coping has been primarily conceived of as a problem/emotion dichotomy. Lazarus and Folkman (1984) proposed two types of coping. First, problem-focused coping (an attempt to manipulate the environment to reduce stress) involves evaluating pros and cons of different options and implementing steps to solve the problem. Second, emotion-focused coping(re-appraisal of the environment stimuli) manages the emotional distress, with strategies such as denial, venting, positive interpretation of events, and seeking social support (Baker & Berenbaum, 2007)" (p. 417)
Application of Article to Practice **(3-5 – be brief in the summary)**	• The good coping strategy proposed to professional organizations and practitioners

Key citations from the article	"Existing coping theories and frameworks are rooted in psychological research, which primarily focused on the psychological processes of appraising and dealing with stress at the individual level. When applying coping theories to stress management in work-life conflict situations, researchers inevitably have to take into consideration not only individual psychological factors but also organizational, professional, and societal influencers. Our study, by integrating psychological theories and organizational communication in identifying and hopefully helping solve a prevalent issue in the public relations profession, provides new directions on how the level of organizational support and quality of organization–member relationship (e.g., professional identification) can facilitate public relations practitioners' proactive coping, which eventually will contributes to the productivity and well-being of an organization" (p. 419).

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Reference

Fieseler, S.; Lutz, C., & Meckel, M. (2015). An inquiry into the transformation of the PR roles' concept. *Corporate Communications: An International Journal* 20(1), 76-89.

Required Element	AB Entry
Country	Austria, Belgium, France, Germany, Luxembourg, Netherlands, Switzerland, UK (cases from the following countries)
Author-provided abstract (indicate if none)	Recent years have seen resurgent interest in professionalism in public relations, with several initiatives to enquire about the state of the communication profession and its part in organizational strategy. The purpose of this paper is to discuss the findings of a quantitative investigation into the work roles of European communication professionals. In particular, the research investigates different professional roles, as developed in previous roles research, while taking a particular look at managerial role enactment.
Keywords **(5-7)**	• Professionals • Management roles • Roles • Participation in management decision making
Key Highlights **(3-5 – be brief in the summary)**	• The findings show that in the (Western) European context, PR practitioners exert a large variety of tasks. The tasks are classified into four distinct roles. In sum, a more complex picture emerges than in the original study by Dozier and Broom (1995). • A clear dichotomy between managerial and technician roles has been replaced by nuanced differences according to the four bundles of roles. The strong influence of the roles on job satisfaction shows that practitioners' daily activities and the responsibility involved are still very important – but more so in intrinsic terms than extrinsic. Thus, enacting stronger diagnostic roles and less execution coincides with high satisfaction but not with a higher salary. • Neither gender nor PR staff size or education proved to be strong predictors of the activities. This indicates a blurring or decoupling of the role. Other, less obvious, factors might be more influential in explaining the roles. It might, therefore, be fruitful to include "softer" and more motivational aspects in the model, such as psychological and personality traits as well as more detailed accounts of the social embedding of factors, e.g. in terms of social network structure. • One of the most important results of the model is that there are no big gender differences between roles. Roles are demographically contingent and more heavily influenced by professional experience and PR staff size than by education and gender. • Overall, Coaching is most influenced by demographics and women seem to be more likely to score higher on that factor than men. • The analysis showed that satisfaction is mostly influenced by participation in management decision-making and not by salary. Execution activities have a negative effect on job satisfaction and Coaching activities have a very strong positive effect on job satisfaction. • The study contributes to the communication profession and roles research, particularly in a European context and with a larger focus on the communication profession.
Theory Used	**Theory Name:**

(indicate if none)	Role theory **Brief Theory Summary** • Research into the roles of communication practitioners represents one of the dominant themes within the public relations (PR) literature, driven by the desire to establish PR as a proper profession (Cameron et al., 1996; Grunig, 2000). • Roles research started with Broom and Smith's (1979) four role typology and continued with Dozier's (1984) refinement into a manager-technician dichotomy and Toth et al. (1998) subsequent addition of a third dominant role to this dichotomy, termed the agency profile. • The role enactment model was first tested with US data from 1979 (Broom, 1982) and subsequently replicated in a Public Relations Society of America (PRSA) membership survey in 1991 (Dozier and Broom, 1995). • Gender and Professional Experience were the two most important determinants of manager roles in 1979. • The effect of gender weakened over time, and in 1991, the direct effects of education and PR staff size on PR professionals' manager role were substantially higher than the gender effects.
Application of Article to Practice **(3-5 – be brief in the summary)**	• It might even be promising to move research beyond the organizational roles of PR, and increasingly call for attention to the social roles of PR. • It would be interesting to consider other important approaches in the PR literature, for instance how the profession is undergoing a transformation of its practices through social media, or a changing, increasingly more active, stakeholder environment.
Key citations from the article	"Many of discussions regarding the managerial roles are led with reference to the purposes of the activities that PR managers enact, but not necessarily related to the personal characteristics needed to fulfilling a particular role, and the personal outcomes a manager might expect in terms of job satisfaction and participation in deliberating organizational strategy" (p. 77). "Dozier and Broom (1995) ask which determinants affect practitioners' professional achievements. They are primarily interested in PR practitioners' job satisfaction and salary as outcome variables, and distinguish two basic PR roles: a manager role and a technician role. The manager role entails the problem-solving processes facilitation, communication facilitation, and expert prescription. On the other hand, the technician role covers the technical aspects of PR. On the other hand, the technician role covers the technical aspects of PR" (p. 77). "The manager role itself is divided into three sub-types, which are called "expert prescriber" (EP), "process facilitator" (PF), and "communication facilitator" (CF). However, the technician role type is not divided into sub-types. These roles form the core of Dozier and Broom's PR model. The roles are themselves (directly) influenced by professional experience, education, gender, and PR staff size" (p. 78). "Practitioner roles research has been largely based on the same measure: a 24-item battery with role activities developed by Broom (1982) as an index of the four conceptual roles advanced by Broom and Smith (1979), or Dozier's (1984) manager technician dichotomy" (p. 78).

	"Leichty and Springston (1996) have suggested that a lot of meaningful information may be lost by categorizing practitioners as either simply managers or technicians. Adding to this criticism, Toth et al. (1998) warned against the danger of thinking that the work of all technicians is similar, and completely distinct from the managers, thus agreeing with Leichty and Springston's (1996) point that the items comprising the management role scale might, in fact, be labeled "the everything other than technical activities scale" (p. 78). "Similarly, Moss et al. (2000) have pointed out that most roles studies have failed to distinguish between "managerial tasks and responsibilities" and "managerial behaviors" and thus offer only limited insights into how practitioners may perform the "managerial dutie" (p. 78). "Authors used 19 items for the EFA to identify the PR roles The analysis yielded four factors, which authors termed "Diagnosis" (1), "Coaching" (2), "Liaison" (3), and "Execution" (4)" (p. 80). "Of the four factors, "Diagnosis" loads highly on ten items and is responsible for 35 percent of the total variance. Diagnosis is about helping circulate information and stakeholder demands in the organization and to decisionmakers in a useful format. For this, diagnosis includes internal and external boundary spanning with members of different groups inside and outside the organization. Although this role is important to the efficient and effective operation of organizations, it predominantly contains tasks that are behind-the scenes and technical" (p. 80). "The second factor, "Coaching" is responsible for 17 percent of the total variance and has three items it is highly connected to. It shows alternative approaches to management for (communication) problem solving, increasing skills in solving and/or avoiding communication problems, and encouraging management participation in making important communication decisions. Thus, respondents who have high factor values on this construct often act as advisors and counselors for management. Coaching primarily relates to communication and soft-skill issues, for which general management needs specialists to train and prepare them for both public appearances as well as managing their teams" (p. 80). "Third, the "Liaison" factor covers activities such as maintaining media contacts and placing press releases, producing communication content for publication and organizing presentations. The factor accounts for 10 percent of the total variance and includes three items. Professionals enacting this role are responsible for the communication with external stakeholders, and hence interact with press and media contacts. Dozier and Broom (1995, p. 8) coined the term "journalist in residence," which relates very well to this factor. It entails drafting speeches for the executive management, arranging speaking engagements and acting as an inhouse ghostwriter" (p. 80).

Reference

Postigo, I. (2015). La perspectiva de género en la formación universitaria en comunicación. In - Núñez, T., & Díaz, R. (eds.). *Transversalidad de género en el audiovisual andaluz* (pp. 21-28). Sevilla: Universidad Internacional de Andalucía.

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	The purpose of this article is to present and argue the need for the inclusion in the teaching programs of university degrees in communication from a gender perspective and, beyond that, specific contents that allow the acquisition of knowledge of the student body that, subsequently and in the development of their professional practice, ensure that the media not only respect equality between men and women but advocate for it by proposing models increasingly removed from the patriarchal construction of society.
Keywords **(5-7)**	• Media • Teaching programs • Equality • Inclusion • Society
Key Highlights **(3-5 – be brief in the summary)**	• Of the 94 titles of the area with official character in the Spanish territory, only in seven of them, there are subjects that address the gender issue. • In Spain, legislation requires the inclusion of a gender perspective in teaching programs, but this is not fulfilled. • The communicators must make visible the themes of gender and the voices of women in their messages.
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice (3-5 – **be brief in the summary)**	• Use of the image of women in the media • The importance of the media to transmit the values of an egalitarian society.
Key citations from the article	"The occupation of the communicator will be the creation of messages that will end up being part of the society's imagination where they are transmitted and that is why they have to have specific training that allows them to do so always attending to the gender perspective" (p. 26). "La inexistencia real de la inclusión de la perspectiva de género en la generalidad de las mallas curriculares de los planes de estudios de educación superior, a pesar de que la norma obliga a ello" (p. 23).

Reference

Martín-Llaguno, M.; Miquel Segarra, S., & Navarro-Beltrá, M. (2015). Analysis of Communication Executives and Managers in Spain: Socio-Demographic, Organizational and Attitudinal Characteristics from a Gender Perspective. *Catalan Journal of Communication & Cultural Studies* 7(2), 129-146.

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	The organizational and attitudinal characteristics of the communications workforce have recently become the subject of an emergent research field in Spain. To date, no studies have been conducted on organization and work processes in the field of corporate communications and public relations, an area that has experienced tremendous growth in recent decades. This article is a socio-psychological analysis of these professionals, from a gender perspective. An online survey, based on a nationwide sample of 190 professionals belonging to the Spanish Association of Communications Executives and Managers (DIRCOM), was conducted from May to September 2014. With low levels of burnout and high levels of engagement, communications executives and managers have a positive opinion of the sector and of their quality of life. Unlike other areas of communications, sex-based horizontal segregation was not detected. However, as in advertising and journalism, vertical segregation was observed.
Keywords **(5-7)**	• Attitudes • Communication directs • Corporate Communication • Gender • Public relations • Workforce
Key Highlights **(3-5 – be brief in the summary)**	• There is no horizontal segregation by gender • In advertising and journalism, there is a vertical segregation
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** • The online survey, based on a nationwide sample of 190 professionals
Application of Article to Practice **(3-5 – be brief in the summary)**	• Socio-psychological analysis of these professionals, from a gender perspective
Key citations from the article	/

Reference

Golombisky, K. (2015). Renewing the Commitments of Feminist Public Relations Theory from Velvet Ghetto to Social Justice. *Journal of Public Relations Research* 27(5), 389-415.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Feminist scholarship in public relations thrives. This work, however, tends to focus on practitioners, relies mostly on liberal and radical feminisms, adopts sociological and sometimes psychological models of gender, and remains too White and too first world. To update this impressive body of work, I recommend several theoretical adjustments: First, reclaim Lana Rakow's communication model of gender as performative to accommodate embodiment and multiple fluid identifications across context and time. Second, define diverse women through intersectionality and interstitiality as method and habit to get past the paradoxes of binary difference. Third, build on equality goals to encompass social justice goals that expand and serve the mission of public relations beyond the organization. Last, I illustrate these theoretical moves by way of transnational, third space, and Womanist feminisms in terms of the commitments of feminist public relations theory.
Keywords **(5-7)**	• Feminist theory • Public relations • Intersectionality • Performative • Gender • Social justice • Transnational • Third space • Womanist feminism
Key Highlights **(3-5 – be brief in the summary)**	• Author finds feminist theory in public relations focused mostly on practitioners and to a much lesser extent organizations, rather than publics or social influence and responsibility. • Author finds that feminist public relations scholars' justified interest in the status of women as practitioners, nonetheless, too often has assumed a White heterosexual able-bodied professional. • Author finds that although numbers of feminist public relations scholars subscribe to social constructionist views gender, most studies never provide operational definitions, let alone critiques, of gender. • Authors make several recommendations to update feminist theory in public relations in the hope of renewing feminist commitments to public relations. • First, define gender as performative, a perspective historically related to communication and compatible with intersectionality. • Second, embrace intersectionality as theory and method of accounting for positionality. • Third, shift our goals from gender equality to social justice, a more encompassing accounting of not only intersectional performative people—practitioners and publics—but also public relations as practice, discipline, and social phenomenon. • Fourth, expand the range of feminist philosophies beyond liberal and radical feminisms. As examples, author suggests transnational, third space, and womanist feminisms, which accommodate intersectional

	identifications and social justice outcomes to stretch the boundaries of public relations. • Transnational, third space, and womanist feminisms critique, theorize, and practice feminisms differently in a world that has become communicatively global, corporately neocolonial, and culturally diasporic. US public relations is not immune to such forces, as it exports around the world its own vision of public relations as a field, set of professional practices, academic discipline, and feminist agenda.
Theory Used **(indicate if none)**	**Theory Name:** Critical feminist theory of public relations **Brief Theory Summary** • Critical feminist theory of public relations concerns itself with the part that public relations plays in the quality of gendered people's lives within the wider social order beyond the organization.
Application of Article to Practice **(3-5 – be brief in the summary)**	• This work can serve as a starting point for public relations researchers who are examining feminist theories of public relations. If public relations practitioners embrace their communication savvy with regard to performativity, intersectional identification, and social justice goals, then they improve not only their field, but also, by their own mission, the worlds they live in. • Whether individuals are scholars, teachers, researchers, practitioners, or some combination thereof, they can think of what they do as assembling collaborative alliances to effect social transformation. On balance, that is what practitioners do in public relations anyway: engage voices, build relationships, and facilitate change. In revisiting the impressive body of feminist scholarship in public relations, I hope to inspire renewed commitments to feminist public relations theory not just for better public relations, but for a better world as a result of public relations.
Key citations from the article	"I argue that feminist public relations theory is poised to take up gender theorizations of performative intersectionality and feminist commitments to social justice" (p. 389). "Public relations feminists generally embrace the social construction of gender, as opposed to biological determinism. But socially constructed gender is a slightly narrower view of fluid identities, such as gender, constructed between bodies from the outside in. Others lodge a similar critique against poststructuralist views of gender as wholly symbolic and language-based inscription upon the body (e.g., Alaimo & Hekman, 2008; Barad, 2003; Fuss, 1989). In each case, gender remains external to the body. These views of gender as social and/or linguistic effects do not adequately explain embodiment or agency, however constrained by social taboo and symbolic order or interaction" (p. 402). "Specifically, women need to be able to claim the materiality of their embodied experiences, given the social, economic, legal, scientific, and religious histories that deny diverse women that ontological right. Whereas social constructionism is, for the most part, sociological, some public relations feminists have adopted psychological concepts for operational definitions of gender and sex, which, again, are not communication-centered. Performativity skips the sex word altogether in favor of gender as the mechanism that produces and naturalizes ideas about binary sex, women and men, and femininity and masculinity. Finally, although

	socially constructed gender is written upon the body from without, psychologically constructed gender occurs inside the mind, which moves gender toward a form of hardwired essentialism, not to mention indirect observable. Inside the body versus outside the body remains an unproductive debate, again framed as an oppositional binary" (p. 402). "Additionally, I argue that identity and identities invite thinking that solidifies, reifies, and essentializes notions of gender, race, ability, sexuality, and so on, as Fuss (1989) predicted. I propose using the words identify and identification to encourage mindfulness of performativity as doing, embodied enactment, in lieu of an essential and static state of being. Positionality refers to the situated intersectional individual or group indicating where individuals or groups are located, in preference to who they are, within symbolic, social, and material systems and institutions. Difference lies between individuals or groups, not within the Other, subordinated, oppressed, marginalized, or (social or numerical) minority, which leaves the dominant, privileged, mainstream, majority positionality unchallenged" (p. 404). "Transnational feminists scrutinize the human and environmental consequences of flows of people, plants, animals, organisms, diseases, resources, waste, pollutants, poverty, commerce, capital, culture, information, influence, jobs, production, goods, services, etc., and nation/city-states across geopolitical borders, material, symbolic, and virtual. Transnational feminism critiques neoliberal endorsement of globalizing capitalism, free markets, and individual choice as the means for all people to achieve wealth, health, and happiness to the extent that failure to thrive is framed as the fault of individuals, not systemic injustice or exploitation. Neoliberalism shows up in not only for-profit, but also nonprofit, government, development, and humanitarian discourses, policies, and practices, including those intended to benefit women, and all of which are enabled by public relations" (p. 405). "Public relations may be unable or unwilling to divorce itself from neoliberal corporatization; nevertheless, the critique must be lodged. Transnational feminism is related to, but distinguishable from, global feminism promoting universal human rights, sometimes criticized as narrowly Eurocentric in definition and scope. Informing transnational feminism, critics of global feminism include, among others, postcolonial, third world, and indigenous feminisms. Building on Spivak's (1988) call to include gender analysis in subaltern studies, postcolonial feminism speaks from the unrecognized perspectives of formerly colonized peoples, especially women, to name the cultural and financial imperialism of multinational corporations and international organizations as forms of neocolonialism. Viewing public relations through a postcolonial feminist lens, Sison (2014) called on public relations to recognize its Western neocolonial tendencies, seek out the invisible perspectives of marginalized peoples, and engage in the causes of social justice" (p. 405). "The third space can be understood as interstitial social location and practice. As social location, the third space reveals intangible, liminal, borderland, hybrid, mixed, migrant, and/or diasporic gaps in cataloging and categorizing people and their worlds. Life in third spaces, by necessity,

	negotiates material and symbolic contradictions, ambiguities, and dilemmas posed within particular political economies and social contexts. Such negotiations are not theoretically abstract; they are born of necessity for surviving and thriving in seemingly impossible and untenable positionalities (Ba~nuelos, 2006; Khan, 1998; Pe´rez, 1999; Sandoval, 1991, 2000; Villenas, 2006)" (p. 407).

Reference

CIPR (2015c). *Women on Boards Davies Review Annual Report.* Retrieved from: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/415454/bis-15-134-women-on-boards-2015-report.pdf

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	The UK has made great progress under a voluntary, business led framework in just over 4 years. Women's representation on FTSE 100 boards now stands at 23.5%, almost double where we started at 12.5% in 2011. The representation of women on the FTSE 250 has more than doubled to 18%, up from 7.8% in 2011. There is admiration from others around the world, and frankly some surprise, that we have managed to come such a long way in a short period of time, and without the need for Government or EU legislative intervention. There are now no all-male boards in the FTSE 100, which is a first and milestone event in the history of the London Stock Exchange. There remain 23 all-male boards in the FTSE 250, down from 131 all-male boards in 2011 and 48 this time last year, albeit this is still too many. We continue to encourage Chairmen presiding over all-male boards, to recruit women to their top team, irrespective of their company size or sector. However, from a starting point of 152 all-male boards in the FTSE 350 when we began this journey, 23 remaining and ever decreasing, is by any standards, a tremendous achievement. More women than ever before now serve on British boards, with a total of 628 women board members across the FTSE 350, 263 women on FTSE 100 boards and 365 women board members in the FTSE 250. Early on we were often required to present the detailed business case, rationale and economic arguments for more women on boards. Today there is little need to set out the business case, the women themselves and the role they are playing at the top table, is selling itself and casting a bright light down into the business. So with 9 months to go to reach our 25% target, we need fewer than 20 new women appointments to FTSE 100 boards. We anticipate progress to continue on the same trajectory and meet the target before the end of the year.
Keywords **(5-7)**	• Women boards • Male boards • FTSE 100 boards • FTSE 250 boards • FTSE 350
Key Highlights **(3-5 – be brief in the summary)**	• The research shows that 4 years on from his original report, commissioned by Business Secretary Vince Cable, female representation at board level in FTSE 350 companies has almost doubled to 23.5% – but has missed the target of 25% by 2015. • There are now no all-male boards in the FTSE 100, which is a first and milestone event in the history of the London Stock Exchange. • The breadth of female talent, diversity of background and sectors from which women are appointed, are all gradually expanding. • Women currently represent 23.5% of the members of FTSE 100 boards. • The average percentage of women on FTSE 100 boards has increased steadily and healthily year on year since 2011. • However, it is concerning that the number of women Executive Directors remains relatively low at 24 (8.6%). • Women currently represent 18% of the members of FTSE 250 boards, up from 7.8% in 2011.

	• In 2011 there were only 17 companies that had 25% or better representation of women on their boards; this has now increased to 65 companies. There are 185 companies still to make progress to reach 25% representation of women on their boards.
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• The research could be done in other countries in order to compare the results with results from the UK context.
Key citations from the article	"There are still too few women Executive Directors, Chairmen and Senior Independent Directors being selected, the appointment rate in FTSE 250 boards has slowed to 23.9% in the last 12 months and there remain 23 all-male boards in the FTSE 350 index" (p. 5). "Women currently represent 23.5% of the members of FTSE 100 boards" (p. 7). "The average percentage of women on FTSE 100 boards has increased steadily and healthily year on year since 2011. In our first review, we estimated the pace of change for representation of women on FTSE 100 boards as follows: 2012 - 18%; 2013 - 20%; 2014 – 22% and 2015 – 23.5%" (p. 7). "There are now more women than ever on FTSE 100 boards, with 263 board members out of a current total of 1,119 and nearly double 2011 performance. However, it is concerning that the number of women Executive Directors remains relatively low at 24 (8.6%). More work is needed to improve the number of women to Executive Director appointments and strengthen the pipeline of women talent immediately below board level. This is not unique to the FTSE 100, it is also demonstrated in FTSE 250 performance and a problem many other countries are turning their attention to" (p. 7). "There have been 192 appointments of women on FTSE 100 boards since our first report was launched in 2011" (p. 7). "There are now no all-male boards in the FTSE 100, with only 2 remaining this time last year and 21 in 2011. However, there remain 59 companies in the FTSE 100 with less than 25% representation of women on their board. Of these, there are 25 companies whose representation is below 20%, and 12 companies have only one woman on their boards" (p. 9). **"**There are now more women than ever on FTSE 250 boards, with 365 board members out of a current total of 2,028" (p. 12). "There have been 286 appointments of women on FTSE 250 boards since our first report was launched in 2011" (p. 12). "It is disappointing to see a reduction in the percentage of appointments on FTSE 250 boards going to women over the last year, albeit due to a higher turnover in the year and the total number of women appointments has gone up since last year" (p. 12).

	"In 2011 there were only 17 companies that had 25% or better representation of women on their boards; this has now increased to 65 companies. There are 185 companies still to make progress to reach 25% representation of women on their boards" (p. 13).

Reference

Vieira, E.T., & Grantham, S. (2015). Determining factors leading to strategic management PR practitioner roles. *Public Relations Review* 41(4), 544-550.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This study used multinomial logistic regression to assess if relationships existed between practitioners' college coursework, years of experience, and their subsequent public relations (PR) role. A number of significant relationships were found consistent with the implementation of recent PR coursework recommendations and the transitional state of PR practitioner and organizational characteristics. Consultants and managers possessed more experience than manager/technicians and technicians; men and women equally held managerial positions, and agency practitioners were less likely to function as strategic planners. This research suggests that periodic studies are required to assess current college PR student coursework and required PR practitioner skill-sets.
Keywords **(5-7)**	• PR practitioners • College coursework • PR experience • PR management
Key Highlights **(3-5 – be brief in the summary)**	• The study highlighted the importance of defining and setting up the appropriate coursework for future PR practitioners. • The study highlighted that research courses should be a required component of any PR degree. New and innovative approaches to teaching and learning for constantly evolving PR-related technologies should be employed. • The study highlighted that there is no difference in a management position by gender. • The study highlighted that the organizational members are more likely to function as strategic planners that practitioners in an agency. • The existence of a relationship between the coursework PR practitioners took and a number of years in the profession. • There is a significant relationship between a number of years in the profession and the practitioners' role. Since the technician/manager combination accounted for the most frequencies, it served as the reference category. Compared to the combination manager/technician role, managers are 5.1% more likely to have more years of PR experience, consultants are 8.6% more likely to have more experience, and technicians are 12% less likely to have as much PR experience. Managers tended to be older than 40 years old and the technician was 40 years old and younger. • The vast majority of research focused on PR education recommends research coursework as a cornerstone of PR education. (Most respondents had been enrolled in a combination of the PRSA recommended coursework: Introduction to PR (51.6%), a PR Writing course (52.7%), PR Research (50.4%), PR Strategy (30.3%) and PR Implementation (36.7%). In addition to the PRSA required courses, students primarily took communication courses.) • Males will be more likely to hold a management position than females. • There was no significant difference in a management position by gender. It is likely that the sheer number of females in the PR profession who move into manager/technician or manager positions

	may offset the number of women electing to remain in technician positions. • Practitioners in an agency will be more likely to function as strategic planners than practitioners in other organizational settings. • Organizational members were more likely to serve in strategic planning roles. While agency practitioners bring a level of expertise, the fact that they are outside of the organization and not invested as an organizational member. Since most PR departments are comprised of 1–3 practitioners, they may perform multiple functions including some strategic planning duties.
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice **(3-5 – be brief in the summary)**	• The study suggested that the following six courses should be required – introduction to PR, PR Writing across the media, graphic design, PR Research, PR Strategy and Planning, and PR Implementation. Moreover, Social Media Communication and analytics should be employed, as well. • Writing across the media, graphic design across platforms and Social Media Communication is courses that accommodate the dynamic communication environment today. • Writing across the media provides skills to PR practitioners who wish to produce copy in different mediums for different audiences who may process information differently depending on the channel.
Key citations from the article	"More critical than ever is the need for solid research skills and the ability to interpret and use research in decision-making (…) Students must be capable of conducting research, analysing and interpreting data and information, integrating research into planning and management, and conducting evaluation that demonstrates results" (p. 545). "Undergraduate PR programs should prepare students for the move from the technical role into the strategic management role through coursework that includes skills-based training, principles, ethics, and critical thinking (…) The majority of PR departments today employ fewer than five practitioners; many are one to two-person departments, which necessitate being both a manager and a technician as the need arises often including social media communication skills that afford organizations the ability to respond promptly to unanticipated events (…) The manager role includes all functions of strategic planning/communication including the use of research methods and analysis to produce an outcome based on strategic plans. The technician role is designed for content development, or output, and in support of the strategic function. It should be noted that some researchers found that the problem-solving process facilitator can serve as a go-between role; it is someone who uses a rational problem solving process that also involves technical tasks that support PR activities (…) Moreover, despite "feminist values" that contribute to professionalism, this has not equated with women assuming management positions, in part, due to the organizational culture (Aldoory & Toth, 2004; Dozier, Sha, & Shen, 2012; Pompper & Jung, 2013)" (p. 546). "There is a significant relationship between number of years in the profession and the practitioners' role. Since the technician/manager

	combination accounted for the most frequencies, it served as the reference category. Compared to the combination manager/technician role, managers are 5.1% more likely to have more years of PR experience, consultants are 8.6% more likely to have more experience, and technicians are 12% less likely to have as much PR experience. Managers tended to be older than 40 years old and technician were 40 years old and younger" (p. 547). "There was no significant difference in management position by gender. It is likely that the sheer number of females in the PR profession who move into manager/technician or manager positions may offset the number of women electing to remain in technician positions" (p. 548). "Organizational members were more likely to serve in strategic planning roles. While agency practitioners bring a level of expertise, the fact that they are outside of the organization and not invested as an organizational member. Since most PR departments are comprised of 1–3 practitioners, they may perform multiple functions including some strategic planning duties" (p. 548). "Research courses should be a required component of any PR degree. However, PR measurement arguably cannot be mastered by completing one quantitative analysis or research methods course. With our new technologies and the advent of "big data," there are many opportunities to access not only psychological but online behavioral data (e.g., Facebook, Second Life). Tools to collect and analyze such data are constantly evolving and improving. In light of this, we propose a quantitative analysis/research certificate at the undergraduate level and a quantitative analysis/research certificate of advanced graduate study (CAGS) at the graduate level consisting of 5–7 courses such as Introduction to Statistics, Intermediate Statistics (CAGS), Research Design, Research Design II (CAGS), Survey Development, Research Report Evaluation and Production, and Operations, and Web Analytics" (p. 548). "Writing across the media graphic design across platforms and Social Media Communication are courses that accommodate the dynamic communication environment today. Writing across the media provides skills to PR practitioners who wish to produce copy in different mediums for different audiences who may process information differently depending on the channel. Social media, which is a cost-effective channel, is a relatively inexpensive medium that requires special skills which consider audience "voice" understanding and production, and involves social psychological and sociological factors (Correa, Hinsley, & de Zuniga, 2010; Kelleher & Sweetser, 2012; Kietzmann, Hermkens, McCarthy, & Silvestre, 2011). This growing channel of communication, mobile phone apps have surpassed desktops/laptops for internet access (O'Toole, 2014), provides a new arena not only for research-based planning, but also product development. Optional PR courses might include multicultural or international PR, marketing and consumer behavior coursework, psychology courses, or a minor in a related field" (p. 549).

Reference

L'Etang, J. (2015). "It's always been a sexless trade"; "It's clean work"; "There's very little velvet curtain": Gender and public relations in post-Second World War Britain. *Journal of Communication Management* 19(4), 354-370.

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	The purpose of this paper is to capture historical data relating to the enactment of public relations work based on gender in post-war Britain. The paper contributes new insights on gender formations in public relations practice during that period in that cultural context, providing a point of contrast with present day practice.
Keywords **(5-7)**	• Gender • History • Feminism • Glass ceiling • Historical sociology • Velvet Ghetto
Key Highlights **(3-5 – be brief in the summary)**	• The most common route to a PR career in the 1940s, 1950s and 1960s was via secretarial work. • The limited opportunities for women in the 1950s were clearly marked in gender appropriate areas. Women's access to PR was either via the apprenticeship as a secretary or via consumer accounts where it was presumed women would have an advantage in marketing to other women. In this way, women's work in PR extended their traditional "confinement to the home". • The gendered route that did not apply to young men. • Some PR work was effectively invisible as done under the cover of secretarial or "Girl Friday work" which largely connoted keyboard clerical, administrative and organisational skills. • There were a range of stereotypes perpetuated around women's work in PR, some of which were remarkably persistent, such as the idea that women had special intrinsic personal qualities that suited them for PR work (at least at the lower levels) generally presented as innate, for example, domesticity, hospitality, empathy, intuition, listening skills, time management, attention to detail. • The female experience or its representation and in fact, the small number of women practising in PR in the 1950s and early 1960s were characterised differently as "women" or "girls", the latter being treated much less seriously. "Girls" or "dolly-birds" were treated somewhat disparagingly. • The lack of reference to gender in early editions of Public Relations and in some interviews reflected and reified an implicit male-based perspective. • Given the lack of attention given to women within the pages of Public relations 1948- 1970, it is perhaps not surprising that there was no discussion about life-work balance. Marriage itself was a career disadvantage in many occupations in this era. • Professional PR in post-war Britain was a segregated occupation in a gendered labour market; tasks allocated according to gender. • Women were frequently confined to the roles of social hostess and work related to the domestic sphere (not only in relation to clients but also within the professional body itself).

	• The barriers and routes to entry to the occupation were different for men and women. • Female identities were distinct, in some cases the evidently legitimate object of the male gaze requiring complementary labour to acquire what has been described in more recent sociology as "the Look". • Women were largely invisible in Public relations between 1948-1970 and certainly did not contribute to the journal's discourse, but absorbed within male hegemony and patriarchy consistent with the historical period under review.
Theory Used **(indicate if none)**	**Theory Name:** Historical sociology **Brief Theory Summary** • Historical sociology is a branch of sociology focusing on how societies develop through history. It looks at how social structures that many regards as natural are in fact shaped by complex social processes. The structure, in turn, shapes institutions and organizations, which affect the society - resulting in phenomena ranging from gender bias and income inequality to war. • History can contribute diverse and rich understandings of PR's various origins and formations in different cultural contexts and provide a wider appreciation of the present, occupational identities, self-understandings and cultures, media representations, societal knowledge and literacies about PR. • PR now has a proclivity to historicism, and the "historical turn" in PR may be understood as linked to the "socio-cultural turn" (Edwards and Hodges, 2011) and a much wider appreciation that PR was not invented by the USA and subsequently exported elsewhere (L'Etang, 2004).
Application of Article to Practice (3-5 **– be brief in the summary)**	• The research provides contextual historical background to the burgeoning contemporary research that is focused on issues relating to gender and LGBTQ in public relations and highlights historical features which may have shaped the contemporary occupational culture in the UK. • This is a culture-specific study and cross-cultural comparisons would be useful in understanding the extent to which female work in public relations has been similarly framed historically.
Key citations from the article	"The post-war period in Britain was chosen because this was when professional bodies were established (Institute of Public Relations, 1948; Society for Independent Practitioners, 1960; PR Consultants' Association, 1969)" (p. 355). "When the IPR was founded in 1948 along with its journal Public Relations, there were nine women among 143 men. New female members were listed as "Miss" since it was less usual for married women to work, one exception being Mrs Julia Bradbury, PRO for Qantas Empire Airways Ltd. Thus marital status and sexual orientation was laid bare. Soon, issues of inequality arose. In 1951 several women stood unsuccessfully for office and one of them ex-RNVR Esta Eldod MBE wrote a letter of complaint that was published in Public Relations. She expressed her regret that the IPR and the profession it represented was "non-progressive" and had "shown a distinction between men and women". . The President rebuffed her" (p. 357).

	"After this incident, the profile of women in the journal diminished. There is no question that in the 1950s and 1960s professional PR was a male preserve in which women was seen as "Other" – largely invisible and voiceless" (p. 357). "The most common route to a PR career in the 1940s, 1950s and 1960s was via secretarial work. In addition there were examples of women moving from journalism although this was less common in the period under review" (p. 358). "The limited opportunities for women in the 1950s were clearly marked in gender appropriate areas. Women's access to PR was either via the apprenticeship as a secretary or via consumer accounts where it was presumed women would have an advantage in marketing to other women. In this way, women's work in PR extended their traditional "confinement to the home" (p. 359). "In 1968 Arthur Cain, an influential figure as the Course Director who launched the IPR's Certificate in PR (1966), wrote an article "For women only" in which he identified the skills and qualities necessary for women to enter and succeed in PR: Good telephone manner, attractive speech, developed dress sense, a pleasant appearance linked with a reliable character and a likeable personality, as well as ability to think, organise and communicate, are qualities which should be revealed by the time the careers mistresses are advising their students on "seeking employment" […] [there is an] enormous amount of secretarial work that is an inevitable and continuously increasing part of PR […] there will always be a demand for secretarial skills and experience in PR, and we look to young girls to provide these services […]. A few women executives come straight from the universities to PR but more often women executives rise from secretarial posts or come into the work from journalism" (p. 359). "Secretarial work was seen as the natural starting point for women. However, it was a specifically gendered route that did not apply to men as Cain acknowledged: Few young men seeking opportunities in PR can type their own letters, prepare typewritten reports, cut stencils or address news release envelopes. Indeed, the youngest young man entering PR wants, and to be moderately useful needs, a secretary to handle his correspondence and communications […] The inability of young men in PR to handle the mechanics of communications […] rarely seems to be appreciated by those who practice PR" (p. 360). "It appears that women serviced accounts and did all the administrative, organisational and possibly other tasks but did not receive due credit. Cain identified other, even more humble routes into PR for women, which re-emphasised women's work as "office wife" a temporary state of being until marriage and children: Another way in for a young girl is through the switchboard […] or "Girl Friday" […] In many cases marriage has already attracted or is attracting the best of the Girl Friday types who – because they are Girl Fridays – are good at homebuilding and raising a family. It seems inevitable that Girl Fridays have to be replaced by other Girl Fridays who in their turn, marry and have babies […]" (p. 360).

	"Some PR work was effectively invisible as done under the cover of secretarial or "Girl Friday work" which largely connoted keyboard clerical, administrative and organisational skills" (p. 360). "However, in an article in Public Relations, which, for the first time in its history, focused on women, Mary Gilbert, an ex-journalist but longstanding "Women's PR Officer" at the British Electrical Development Association highlighted a different aspect of female invisibility in PR. She argued that a number of women were working in posts that were not designated PR even though they were doing PR work as organisational intermediaries, some operating at the policy level (Gilbert, 1968, pp. 7-8)" (p. 360). "There were a range of stereotypes perpetuated around women's work in PR, some of which were remarkably persistent, such as the idea that women had special intrinsic personal qualities that suited them for PR work (at least at the lower levels) generally presented as innate, for example, domesticity, hospitality, empathy, intuition, listening skills, time management, attention to detail" (p. 361) "This view was reinforced by some female participants: I think that women are good listeners and quite good interpreters of information and that tends to make them quite good at the counselling area of the business of PR because they do listen and put themselves in other people's points of view and see things from other people's standpoints (Participant 15, female). I think there are many women in PR because they're very good at it. A woman may be better at PR than a man, they've got to be able to get on with all sorts of people, women get on with people a lot easier and better than a lot of men do – men can be antagonistic. I think that in putting over particular points, a woman has an advantage that can be difficult to define (Participant 10, female)" (p. 361). "Other male participants highlighted more specific skills and abilities as exemplified in the following quotes: Women are prominent in this business […] because they're good at detail. , men can be slapdash. A woman will go back and double-check, she's highly conscientious, they're more flexible (Participant 12, male)" (p. 361). "Sex, sexuality and harassment were terms that were absent from archive and transcript texts but hinted at in places. In the historical context gender as a construct of subjectivity was unquestioned and texts laced with heteronormative assumptions. A common cliché was that "Eve was in PR". (Participant 25, male) connoting the sexual temptress" (p. 362). "Feminine "difference" was employed to explain the narrow specialisation of women but also their social contribution in a way that silenced counter-hegemonic views and legitimised the binary system that was the status quo. Some discourse around women in PR appeared intended to titillate, raising questions of sexual relations (with clients or journalists) and the potential of harassment, for example: Once a year we had an annual meeting. I usually met all the press and literally journalists used to fight to get my invitations. I had an all-female staff – they were all beautiful girls – we booked the best hotel […] we had a superb lunch. I arranged for special telephones […] the day before they came we had a copy of the chairman's

	speech with all what I thought were the key quotes underlined in red […] so they came, had lunch with my girls, drank themselves stupid, got on the phone almost immediately and dictated the story, met one or two local celebrities and had a day by the seaside (Participant 22, male)" (p. 362). "The female experience or its representation and in fact the small number of women practising in PR in the 1950s and early 1960s were characterised differently as "women" or "girls", the latter being treated much less seriously. "Girls" or "dolly-birds" were treated somewhat disparagingly" (p. 362). "Nevertheless, and despite the fact that PR was non-unionized[2] women did not band together in any significant way. The Association of Women in Public Relations was a concept that had been directly imported from the USA but was an invitation-only small and select group of 30 practitioners. Not all women were comfortable with the idea of such a group, for example, one woman described it as "wimminish" (Internal IPR correspondence HAT archive) or else echoed the opinion that PR was, or should be, ungendered" (p. 364). "Thus despite salary differentials, restricted career paths and a stereotyped occupational culture, it appears that a "community of practice" (L'Etang and Powell, 2013a, b) among female practitioners did not exist. In fact there is an interesting question here regarding the extent to which women in PR simply reinforced stereotypes and societal conventions in their de facto promotional work in the domestic sphere" (p. 365) "Given the lack of attention given to women within the pages of Public relations 1948- 1970 it is perhaps not surprising that there was no discussion about life-work balance. Marriage itself was a career disadvantage in many occupations in this era" (p. 365). "Echoes of Victorian notions of appropriate living for women were exemplified by the editor's announcement that "We have the pleasant task of announcing the weddings of two of our lady members […]" thus demonstrating that marriage for women was a notable event, but not for men (Editorial "Two weddings" 1951 Public Relations 3(3): 11)" (p. 365). "One male participant defined marriage and procreation as necessarily career-limiting: There are some obvious reasons why women don't get on so well […] if women haven't got expectations of getting to the top and don't want to get to the top, that's one factor; if they take five, eight, ten years to have children in the middle of a career that's another factor, but apart from that there's plenty of examples of plenty of women right at the top of PR in Britain. But I rather dislike this tendency to look askance at women in my opinion a practitioner is the same man or woman it's what they do and how they get on that matters, not what sex they are (Participant 26, male)" (p. 365). "Professional PR in post-war Britain was a segregated occupation in a gendered labour market; tasks allocated according to gender (Fitch and Third, 2014, p. 257)" (p. 366).

	"Women were frequently confined to the roles of social hostess and work related to the domestic sphere (not only in relation to clients but also within the professional body itself)" (p. 366). "Female identities were distinct, in some cases the evidently legitimate object of the male gaze (Steeves, 1987) requiring complementary labour to acquire what has been described in more recent sociology as "the Look" (Markula, 1995)" (p. 366). "This review of British professional PR in the 1950s and 1960s shows that this era did offer some opportunities for women, but largely in subordinate roles and restricted to the domestic economy and the gendered fields of beauty and fashion. The public relations occupational body presented men as performers and women as decorative backstage labour, only allowed to perform in domesticated zones" (p. 366). "The role of women in 1950s and 1960s Britain is necessarily part of a societal story of consumerism, commodification, the built-in obsolescence of domestic laboursaving devices and Americanisation, all of which point to the necessity for comparative studies that context women's labour in public relations with broader socio-economic factors, adjacent occupations and global influences" (p. 366). "Finally, the PR roles of women in 1950s and 1960s Britain may themselves have inadvertently reinforced gender stereotypes both occupationally and societally, partly as a consequence of their concentration in the domestic and consumer economy ultimately constituting a self-fulfilling prophecy" (p. 366).

Reference

Place, K. R. (2015). Binaries, continuums, and intersections: Women public relations professionals' understandings of gender. *Public Relations Inquiry* 4(1), 61-78.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This qualitative study of 45 women public relations professionals explores how the essentializing of gender shapes the public relations industry. The focus on the meaning-making of women practitioners proposes a more complex understanding of gender in public relations and speaks to gendered tensions experienced among other communication professionals. Responding to feminists' call for gender to be explored in more holistic ways, I posed the research question, How do women public relations practitioners define gender? Participants defined gender as a binary construct, a social construct, and a phenomenon linked to age, race, and ethnicity. Findings suggest that some women public relations professionals are cognizant of gender scripts present in the industry, yet are vocalizing and enacting sexist stereotypes about women and gender. This study complements previous feminist theorizing by illustrating gender as relational and discursive as well as intersectional and 'situated knowledge'.
Keywords **(5-7)**	• Gender • Intersectionality • Public relations • Qualitative • Women
Key Highlights **(3-5 – be brief in the summary)**	• This study contributed to the extant body of literature by illustrating how gender systems operate in the public relations profession. • This study exposed how the profession grapples with simplistic understandings of gender and race and explored how practitioners are socialized based on stereotypically masculine, White, and heterosexist standards. • This study mapped gender in a more intersectional way. , • This study complements previous feminist theorizing by illustrating gender as relational and discursive as well as intersectional and 'situated knowledge'. • By focusing on the meaning-making of women practitioners this study proposes a more complex understanding of gender in public relations. • Women public relations professionals applied multiple definitions to articulate their experiences regarding gender in the workplace. • Some participants did not explicitly offer definitions of gender, they shared personal stories linking it to the visible feminization of the public relations industry, perceptions regarding gendered stereotypes and discrimination, and work-life balance negotiations. • Participants defined gender as (a) a binary, biological construct (b) a social construct, and (c) a phenomenon linked to age, race, and ethnicity.
Theory Used **(indicate if none)**	**Theory Name:** Intersectionality theory **Brief Theory Summary**

	• Intersectionality refuses to treat gender, race, class, or sexuality as mutually exclusive categories. It holds that multiple identities and forms of oppression occur simultaneously. They 'mutually construct one another' and reinforce one another throughout one's existence. Intersectionality considers the many simultaneous experiences, oppressions, and discourses that shape one's concept of gender. It conceptualizes gender as 'not as a "real" social difference between men and women, but as a mode of discourse that relates to groups of subjects whose social roles are defined by their sexual/biological difference'. Because identities mutually constitute one another, a single identity dimension, such as gender, gains meaning through its relation to other identities, such as race or class. Intersectionality is useful for highlighting the differences and inequalities among women given its assumption that no group of women is homogeneous.
Application of Article to Practice (3-5 – **be brief in the summary)**	• How public relations professionals conceive of sex, gender, race, and ethnicity has a significant effect on how they identify, segment, and communicate with publics and shape organizational and industry policy and norms. Communication professionals should assume that no 'common oppression' or universal experiences and definitions of 'woman' or 'man' exist. • Educators can help future communication professionals avoid essentializing audiences by confronting hegemonic discourses in the classroom. Likewise, we are all raced. Educators must teach that race is a salient, socially constructed, and critical means through which publics identify themselves and consume organizational messages. • Inclusion of intersectionality theory into public relations curricula, structural change within organizations, and advancement of policy to fight sexism at the academic, industry, and societal levels are necessary. • Opposing discrimination and promoting empowerment of individuals in the public relations workplace require organizational mentoring and support, integration, and modelling of feminist values as well as active challenging of masculine, White, heterosexist norms and discourses.
Key citations from the article	"Historically, discourse has narrowly and problematically categorized gender as binary sexual difference, instead of myriad gender or sexual representations (Butler, 1990, 2004). Treating gender as an exclusive 'masculine' and 'feminine' binary, however, fails to acknowledge other gender identities that do not fit normative definitions, which can contribute to hegemonic definitions of power and gender (Butler, 2004: 42–43). These binary discourses constructing the category of 'woman' as opposite to 'man' ignore cultural, political, and social plurality (Butler, 1990: 19, 31)" (p. 63). "Gender socialization affects public relations practitioners' work roles, advancement opportunities (Aldoory and Toth, 2002; Grunig et al., 2001; O'Neil, 2003), and women's perceptions of their ability to integrate work life and home life (Aldoory et al., 2008; Jiang and Shen, 2013). It influences the cultural, political, and relational forces that 'position men and women in relation to the occupation', often working to 'exclude the voices of those who do not fit the dominant and conventional disciplinary forms of thinking and practice' (Daymon and Demetrious, 2014b: 4–5)" (p. 64). "Using feminist theory to explore the social construction of gender in public relations, feminist public relations scholars have critiqued research, policy, and practice suggesting that women are inadequate according to the masculine norms of society. They have promoted women's empowerment

	by 'challenging the status quo, social norms that devalue women, and calling for actions that seek equality' (Toth and Cline, 2007: 88). Such research has shown how role socialization accounts for men and women's differential treatment and performance of gendered roles in the workplace: men are socialized to perform stereotypically 'masculine' traits, such as dominance, strength, and power (Hon, 1995), whereas women are socialized to display stereotypically 'feminine' traits, such as caring (Aldoory and Toth, 2002; Hon, 1995). Over time, devaluation of feminine socialized traits has contributed to women's relegation to less-valued or 'technician' roles (Aldoory and Toth, 2002; Grunig et al., 2001; O'Neil, 2003) and discrimination" (p. 64). "Recently, feminist scholarship has argued that narrow, binary notions of 'sex' and 'gender' have established a heteronormative standard in the public relations profession (Aldoory, 2005; Edwards and L'Etang, 2013; Tindall, 2013)" (p. 64). "Aldoory (2007) suggested the presence of White, male, and middle-class norms that serve to discriminate people of color and constrain women's leadership abilities. Women of color may be perceived as less effective leaders if they enact roles inconsistent with race and gender norms" (p. 65). "Practitioners' conflation of gender and sex and binary understanding of gender hold serious consequences for the profession. Because binary gender discourses have perpetuated 'woman' as opposite of 'man', and 'man' as 'unmarked' or 'universal' (Butler, 1990), translated to the public relations domain, women may inadvertently be defining themselves as opposite – and inferior – to men in public relations" (p. 71). "According to the findings, some practitioners may be complicit with vocalizing or enacting sexist stereotypes. Participants displayed a consciousness of gender scripts and a realization of the expectations placed upon them, yet voiced few ways to effectively address or change them" (p. 72). "Despite participants' assertions that women are ideal for public relations based on their 'inherent' traits, such as 'being a good hostess or nanny', those very traits are equated with inequality and discrimination. Such findings speak to earlier research regarding the 'ghettoization' of public relations (i.e. Grunig et al., 2001; Toth and Cline, 1989) and suggest its perpetuation in the profession" (p. 72). "Race, age, and ethnicity enrich and complicate women's constructions of gender. Age, according to this study, intensified and complicated newer or younger practitioners' gendered and raced situated knowledge and perceptions of discrimination. Race and ethnicity did not necessarily 'trump' gender, but they did represent extremely powerful and salient constructs that simultaneously informed participants' workplace identities" (p. 72).

Reference

Fitch, K. (2015a). Promoting the Vampire Rights Amendment: Public relations, postfeminism and True Blood. *Public Relations Review* 41(5), 607-614.

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	Scholarship on public relations in popular culture presents an uncritical and unproblematic understanding of the representation of public relations. The aim of this study is to offer an alternative reading by examining a television series, which foregrounds public relations techniques and irony, and by situating this study within postfeminist scholarship and the vampire genre. It analyses the representation of public relations in HBO's television series, True Blood, focusing on the campaign to pass the Vampire Rights Amendment run by American Vampire League. The findings reveal there is no single reality of public relations. Instead, multiple discourses of public relations invite the audience to engage critically with public relations concepts and meaning-making. The representation of a powerful, female practitioner highlights the paradoxes of postfeminism and does not resolve gender issues. Public relations scholars must begin to develop a more sophisticated understanding of the processes of representation in popular culture, including the subversive use of humour and irony to encourage critique of normative ideals, and the significance for popular understandings of, and engagement with, public relations.
Keywords **(5-7)**	• Public relations • Popular culture • Postfeminism • Vampires
Key Highlights **(3-5 – be brief in the summary)**	• The paper related discussion to scholarship on public relations and popular culture, focusing on postfeminism in order to problematise the representation of public relations practitioners and public relations activity and to highlight the instability of identity. • In this way, public relations scholars can begin to develop a more sophisticated understanding of the processes of representation in popular culture, and the significance for popular understandings of, and engagement with, public relations.
Theory Used **(indicate if none)**	**Theory Name:** Postfeminism **Brief Theory Summary** • Postfeminism appears to celebrate female autonomy and individual choice, with scholars noting the close connection between postfeminism and neoliberalism (Adrieans, 2009; Gill, 2007; McRobbie, 2004, 2009). • Postfeminist texts are characterised by a number of themes such as the female body as a site of surveillance and consumerism; the sexualisation of culture (and the portrayal of women as sexually powerful); and individualism, where women are characterised as autonomous beings (Gill, 2007).

	• They offer a kind of anti-feminism, where the rhetoric of 'free choice . . . very effectively erases the political' (Thornton, 2010, p. 97). • Postfeminist scholars frequently draw on analyses of Sex and the City and Bridget Jones' Diary, both of which have as central protagonists female publicists or public relations practitioners, to illustrate the workings of postfeminism (see, for instance, Isbister, 2008; McRobbie, 2004). Isbister (2008) notes the apparent contradictions in representations of feminism, femininity and heteronormativity in popular postfeminism, arguing that these contradictions highlight the paradoxes as feminist ideals are assimilated into a heteronormative discourse. • However, despite these contradictions, postfeminism can offer critical understandings of the relationship between feminism and popular culture, and the role of media discourses in the representation of feminism. Indeed, scholars argue that postfeminism can offer critical insights as it can be used to tease out the ways in which feminism is simultaneously embraced and rejected (Gill, 2007; McRobbie, 2009). • Postfeminism also offers a critique of the hegemonic values of neoliberalism through 'ambivalence and contradiction' and 'humour, irony and overemphasising' (Adrieans, 2009, para 11). The use of irony and humour in popular culture makes studies based on assumptions about the unproblematic and uncritical representation of public relations activity highly troublesome. Gill argues this irony 'hail[s] audiences as knowing and sophisticated consumers, flattering them with their awareness of intertextual references and the notion they can see through attempts to manipulate them' (2007, p. 159). I argue irony and humour, designed to both engage and entertain media audiences, needs to be acknowledged in discussions of the representation of public relations activity in popular culture.
Application of Article to Practice (3-5 – **be brief in the summary)**	• The paper offers an alternative reading of the representation of public relations in popular culture, by situating this study within postfeminist scholarship and by examining a television series that self-consciously parodies public relations techniques. • The paper related discussion to scholarship on public relations and popular culture, focusing on postfeminism in order to problematise the representation of public relations practitioners and public relations activity and to highlight the instability of identity. In this way, public relations scholars can begin to develop a more sophisticated understanding of the processes of representation in popular culture, and the significance for popular understandings of, and engagement with, public relations. • The paper shows that the fictional representation of public relations activity is not straightforward and cannot be understood in isolation from its narrative and generic context, or as a representation of the 'reality' of the public relations industry. • The playful representation of public relations in True Blood, and in the promotion of the television series, offers valuable insights into public relations in popular culture. • Scholarship on public relations in popular culture presents an unproblematic understanding of the representation of public relations in film and television. For example, scholars frequently note these representations do not reflect the 'reality' of the industry, comparing the portrayal of female practitioners with industry statistics or discussing whether public relations is presented as either a strategic management practice or low level, technical tasks. In this paper, the author considers the representation of public relations in Alan Ball's popular HBO television series, True Blood. • The paper analyses a fictional public relations campaign run by the American Vampire League (AVL). The campaign, with obvious

	echoes to social movements in the U.S., aims to pass the Vampire Rights Amendment (VRA), ensuring equal rights and full citizenship for vampires, who have recently 'come out of the coffin' thanks to the development of synthetic blood. • The aim of the paper is to offer an alternative reading of the representation of public relations in popular culture, by situating this study within postfeminist scholarship and by examining a television series that self-consciously parodies public relations techniques. • The author explores the AVL public relations strategy in terms of the promotion of its fictive cause and the intertextual marketing of the television series, which extends, and plays with, the narrative, parodying public relations texts and techniques. • The author situates this study within scholarship on vampires in order to argue that the representation of public relations in True Blood situates the 'knowing' audience as understanding – and indeed resisting – public relations. The use of irony is significant and encourages critical readings by, and engagement with, a media-literate audience.
Key citations from the article	"Studies of government public relations practitioners in film found practitioners tend to be predominantly white, male and untrustworthy or, at least, unhelpful (Lee, 2001, 2009)" (p. 608). "Miller (1999) analysed the representation of public relations in movies and books in the period 1930–1995, and concluded that practitioners tend to be presented negatively, with antisocial characteristics such as alcoholism, deceitfulness and promiscuity prevalent" (p. 608). "While the majority of practitioners were men, female practitioners were often included as a love interest, and therefore portrayed as 'young, single and desirable' (Miller, 1999, p. 7). These findings – that women tend to be underrepresented in fictional portrayals of public relations practitioners, and are mostly attractive and unmarried – are confirmed in other, more recent studies (Johnston, 2010; Saltzman, 2012)" (p. 608). "Although portrayals of female practitioners in film and television have increased in the last decade (Johnston, 2010; Lee, 2009; Saltzman, 2012), the female practitioners continue to conform to a particular stereotype: 'they are all single (or divorced), white and middle class' (Johnston, 2010, p. 13)" (p. 608). "Morris and Goldsworthy (2008) note that popular culture representations of public relations are highly gendered: as either female, trivial and associated with fashion and hospitality or male, serious and involved in corporate and government work" (p. 608). "In a more recent study, Johnston (2010) compares the gender breakdown of screen portrayals with the public relations industry to suggest audiences gain an inaccurate understanding of public relations through popular culture. Female practitioners mostly work in 'publicity, media and event-based work' and public relations is often presented as 'manipulative, scheming and unethical, where men are the most senior and women are in subordinate roles' (Johnston, 2010, p. 13)" (p. 608). "Postfeminism appears to celebrate female autonomy and individual choice, with scholars noting the close connection between postfeminism

	and neoliberalism (Adrieans, 2009; Gill, 2007; McRobbie, 2004, 2009)" (p. 608). "Postfeminist texts are characterised by a number oft hemes such as the female body as a site of surveillance and consumerism; the sexualisation of culture (and the portrayal of women as sexually powerful); and individualism, where women are characterised as autonomous beings (Gill, 2007). They offer a kind of anti-feminism, where the rhetoric of 'free choice . . . very effectively erases the political' (Thornton, 2010, p. 97)" (p. 608). "Indeed, scholars argue that postfeminism can offer critical insights as it can be used to tease out the ways in which feminism is simultaneously embraced and rejected (Gill, 2007; McRobbie, 2009)" (p. 609). "Postfeminism also offers a critique of the hegemonic values of neoliberalism through 'ambivalence and contradiction' and 'humour, irony and overemphasising' (Adrieans, 2009, para 11). The use of irony and humour in popular culture makes studies based on assumptions about the unproblematic and uncritical representation of public relations activity highly troublesome" (p. 609). "Given the gendered representation of public relations in popular culture, it is therefore interesting to consider the representation of a powerful female public relations practitioner, who – initially – appears to make autonomous decisions and direct a national campaign strategy" (p. 612).

Reference

Miquel Segarra, S.; Navarro Beltrá, M., & Martín Llaguno, M. (2016). Estudio bibliométrico del sector profesional de las relaciones públicas y la comunicación corporativa con perspectiva de género en las revistas indexadas en Web of Science Core Collection, Scopus y Proquest Central (1992-2014). *Feminismo/*s 27, 263-286.

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	The academic works that employ a gender perspective to the study of corporative communication and public relation professionals have not been systematized to date. Thus, the aim of this paper is to compile, review, synthesize and examine the scientific production related to the working environment of public relations or communication management with a gender perspective. For that, we did a systematic review. The study group has been formed by the articles published in English or Spanish in journals indexed in Web of Science Core Collection, Scopus and Proquest Central (Thematic Social Sciences) between 1992 and 2014. The main results of the research point to a recent, though discreet, interest in the study of this workplace in different geographical areas. Moreover, most of the texts conclude that in the structure and in the processes of public relations and communication management some discrimination occurs.
Keywords **(5-7)**	• Gender perspective • Professional practice • Public relations • Communication management • Scientific journals
Key Highlights **(3-5 – be brief in the summary)**	• The structure and in the processes of public relations and communication management some discrimination occurs. • Gender studies do not have among their objects of preferential analysis the structures of corporate communication. • There are neither academics nor specialized institutions in the analysis of the public relations profession and the professional of corporate communication with a gender approach.
Theory Used **(indicate if none)**	**Theory Name:** A systematic review of the scientific literature with bibliographic criteria / quantitative **Brief Theory Summary** • Articles published in English or Spanish in journals indexed in the Web of Science Core Collection, Scopus or Proquest Central databases (Social Sciences thematic area) between 1992 and June 2014. • 29 selected articles, 56% of which appeared simultaneously indexed in more than one database, since Web of Science Core Collection and Scopus included 16 texts respectively and Proquest 15. • Average Kappa index of 0.8756 • Frequency analysis, multiple response tables, line graphs and contingency tables with SPSS
Application of Article to Practice (3-5 – **be brief in the summary)**	• Systematization of the works that use the gender perspective for the study of the professionals of the corporative communication and public relations.

	• Feminization of the profession and feminization of public relations research. • Sexism within the profession
Key citations from the article	"…la realización de este estudio ha resultado de vital importancia, ya que se ha podido descubrir que en la mayoría de los textos se llega a la conclusión de que en las estructuras y en los procesos de las relaciones públicas y la comunicación corporativa se produce algún tipo de discriminación" (p. 280). "En esta profesión feminizada, hay diferencias entre hombres y mujeres en la contratación, la promoción, la satisfacción laboral, las funciones y los salarios" (p. 280).

Reference

VanSlyke Turk, J (2016). The Kopenhaver Center Report: The Status of Women in Communication - Are Communications Professionals Achieving Their Potential? *FIU: Lilian Lodge Kopenhaver Center for the Advancement of Women in Communication.* Retrieved from: http://carta.fiu.edu/kopenhavercenter/wp-content/uploads/sites/17/2016/06/Final-Report-_The-Status-of-Women-in-Communication-4-26-16.pdf

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Women • Communication • Public relations • equality
Key Highlights **(3-5 – be brief in the summary)**	• Women are still treated unfavourably in public relations, however, the situation is more severe in other professions (e.g. journalism) • Women who work in communications (e.g. public relations and advertising in particular) are more likely to do better than women in other industries
Theory Used **(indicate if none)**	**Theory Name:** / **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	"Women in communication professions are three times less likely than men in the same professions to hold a top management position. Men were three times more likely to work for organizations with no women in management positions, and they were more likely to work for a journalism organization (newspapers and online/mobile media) than in magazine or broadcast journalism, advertising and public relations. Men dominated the highest salary brackets while women were considerably more likely than men to report salaries below the mean. Women are more likely than men to feel they've been bypassed for a better, higher position because of their gender and/or because of their race or ethnicity. And women also had worked fewer years than men in their professional fields and in their current positions, which can be explained in part because they are three times more likely than men to have experienced a career interruption" (p. 1).

Reference

Gómez-Colel, E.; Medina-Bravo, P.; Fernández-Aballí, A.; Jiménez, M., & Obradors, M. (2016). El grado de publicidad y relaciones públicas: cuestión de género. *Opción* 32(11), 668-676.

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	This paper aims to study the implementation of improvement regarding gender in the degree of Advertising and Public Relations at Pompeu Fabra educational offer. To do this, we have opted for a quantitative methodology (analysis of teaching plans and, lately, surveys to students and teachers), from which we have observed that, although there was awareness of the importance of incorporating the gender perspective into the classrooms, its application practice assumes nonexistent. This conclusion justifies the need for an awareness campaign applicable to any field of university education.
Keywords **(5-7)**	• Gender perspective • Social responsibility • Advertising and Public Relations • Teaching • Sensitization
Key Highlights **(3-5 – be brief in the summary)**	• 8.7% of the teaching plans of the Advertising and PR degree includes some reference to the gender in the content of the subject. • Only one-third of the teachers are women, the consequence is the lack of conciliation and resources to facilitating the reconciliation of family and work life. • There are institutionalized sexism and masculinization of research in the university.
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** • A quantitative content analysis of the teaching plans measured by keywords: Gender Perspective, Gender, Women, Sexism, Stereotypes, Feminism and Sexuality. • A survey to teachers and students of the Degree in Advertising and Public Relations of Pompeu Fabra University.
Application of Article to Practice (3-5 – **be brief in the summary)**	• The level of sensitivity to gender inequalities on the part of the teachers and student. • Diagnosis for the production of different tools that contribute to incorporate the gender perspective through the contents, competences and teaching methodologies. • Implementation of good practices with the aim of improving the visibility of women in the academic field.
Key citations from the article	"…poca incidencia de la perspectiva de género en los planes docentes presupone una falta de conciencia por parte del profesorado acerca de la responsabilidad social y ética sobre la igualdad de género" (p. 674). "The application of the gender perspective in teaching loses its meaning without joint work to reduce and eliminate gender inequalities in

	knowledge and in the processes of academic formation in the university environment" (p. 675).

Reference

Maiorescu, R. (2016). Crisis management at General Motors and Toyota: An analysis of gender-specific communication and media coverage. *Public Relations Review* 42(4), 556-563.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	This study applied the genderlect theory to analyze General Motors' and Toyota's senior executive crisis communication. The discrepancies in the two companies' crisis responses were explained through female vs. male-specific communication. Further, the study applied the situational crisis communication theory to analyze the news valence in the media coverage of the crises. While a direct correlation between gender-specific communication and news valence was beyond the purpose of this study, the current analysis can serve as a basis for future research on best crisis communication strategies as informed by gender differences.
Keywords **(5-7)**	• Crisis communication • Media coverage • Agenda setting • Genderlect • Toyota • General Motors
Key Highlights **(3-5 – be brief in the summary)**	• One of the few studies that address the difference in the crisis communication style between female and male executives. • Analyzing crisis communication discourse by taking into account the variable of gender can shed light on the emergent gender-specific communication styles that can further inform best practices in crisis management. • The current analysis can serve as a basis for future research on best crisis communication strategies as informed by gender differences. • The present study is an analysis of senior executive communication and media coverage valence in the aftermath of two major crises in the car industry, namely General Motors' (GM) 2014 ignition switch recall and Toyota's 2010 unintended accelerator crisis. • By looking into gender-specific communication, the analysis aimed to shed light on whether gender communication might influence the salience of the themes extant in the media coverage. • The present study revealed differences in the communication styles enacted by GM's and Toyota's executives, differences that, based on the genderlect theory, can be classified as female and male-specific communication strategies. • Further, the analysis assessed the valence of the media coverage and revealed that GM, whose crisis communication response was female-specific received more positive coverage than Toyota, whose crisis communication was male-specific.
Theory Used **(indicate if none)**	**Theory Name:** Agenda setting theory Genderlect theory Situational crisis communication theory **Brief Theory Summary**

	• According to the agenda-setting theory media, select to cover issues and events considered of high relevance to the detriment of others. In turn, by covering these issues, journalists set the public's agenda (Muddiman, Jomini Stroud, & McCombs, 2014). The transfer of issues from the media's agenda to that of the public's constitutes the first level of agenda setting (Guo, Vu, & McCombs, 2012). Further, issues are covered by the use of specific attributes or connotations and the frequency with which these attributes correlate with those of the public's represents the second level of agenda setting (Guo, Vu, & McCombs, 2012). Past studies on corporate public relations (Carroll & McCombs, 2003; Carroll, 2004, 2010; Kiousis, Popescu, & Mitrook, 2007; Meijer & Kleinnijenhuis, 2006; Ragas, Kim, & Kiousis, 2011) found evidence of first and second level agenda setting effects in terms of information subsidies as well as media coverage and public awareness. • Genderlect theory points out the difference between female and male communication. Past studies looked into the sender's communication style and the receiver's stereotyping of the former (Lakoff, 1975, 1977; Tannen, 2013; Zahn, 1989) and found that female and male communication styles were so different that they could be labelled as "genderlect" or a dialect of genders (Lakoff, 1975; Tannen, 2013). Specifically, women's communication style stems from the former's innate penchant for bonding and creating relationships and is therefore symmetrical and meant to build rapport and connections while male communication is triggered by an innate desire to gain respect and status, which makes it asymmetrical, monologic and aimed at delivering information, commanding attention and winning arguments (Tannen, 2013). Further, female communication was found to be tactful, gentle, sensitive and, hence, effective in delivering emotional and polite speeches, while men's communication blunt, dominant and forceful (Zahn, 1989). • Situational crisis communication theory proposes several strategies for effectively addressing and managing crises, the ultimate result of which is to decrease the likelihood of reputational damage. The strategies range from defensive ones such as attacking the accuser, crisis denial, to more accommodating ones like justification, ingratiation, corrective action and full apology (Coombs & Holladay, 2002; Coombs, 2004, 2007). Organizations should enact these strategies according to the crisis they face which could be an accident, a preventable crisis, or a situation in which the company itself has been a victim of the crisis (Coombs & Holladay, 2002; Coombs, 2004, 2007). Further, preventable crises represent the highest threat to organizations because stakeholders are more inclined to attribute a high degree of responsibility to the organizations (Coombs & Holladay, 2002; Coombs, 2004, 2007). With regard to preventable crises, the SCCT contends that companies should address the physical and the psychological needs of their affected stakeholders. Addressing the physical needs implies helping and compensating the affected victims as well as communicating transparently and honestly to ensure that the crisis does not impact additional stakeholders. Further, organizations should address the psychological needs of their stakeholders by providing enough information about the crisis so as to reduce uncertainty and by sincerely apologizing for the damage caused (Coombs & Holladay, 2002; Coombs, 2004, 2007).
Application of Article to Practice **(3-5 – be brief in the summary)**	• The analysis represents a first attempt to apply the genderlect theory to crisis communication and to inform future research studies that can enlarge the sample to ascertain via quantitative research methods the extent to which gender-specific communication exerts influence on media coverage. Such studies are important to inform best practices of crisis communication that combine female- and male-communication

	styles with the ultimate purpose of rebuilding trust with a company's stakeholders and reducing further reputational damage.
Key citations from the article	"The current study considered GM's and Toyota's crises as issues and focused on assessing the attributes or themes within the coverage, namely the second level of agenda setting" (p. 2). "It analyzed what themes were more predominant in the crisis coverage and to what extent they were present. It was considered that the second level of agenda setting was an important tenet in analyzing the results and discussing their implications. Specifically, by looking into gender-specific communication, the analysis aimed to shed light on whether gender communication might influence the salience of the themes extant in the media coverage" (p. 2). "This study made use of the two major crises from the car industry, namely GM' 2014 ignition switch recall and Toyota's 2010 accelerator crisis. Toyota's crisis communication revolved around the company's president, Akio Toyoda, while GeneralMotors' female CEO, Mary Barra played a paramount role in addressing her company's recalls" (p. 3).

Reference

Yeomans, Y., & Gondim Mariutti, F. (2016). Different lenses: Women's feminist and postfeminist perspectives in Public Relations. *Revista Internacional de Relaciones Públicas* 6(12), 85-106.

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	Gender inequalities in public relations (PR) persist. Industry research within the UK reveals a gender pay-gap, which shows significant disparities in pay between men and women (CIPR, 2015; PRCA, 2016). Feminist research, mostly undertaken in the US over the past twenty years and adopting a liberal feminist perspective, has identified some of the factors that influence inequality for women, such as balancing career and family; while other studies examine the social processes that perpetuate inequalities, such as gender stereotyping, the 'glass ceiling' effect and the 'friendliness trap'. Liberal feminism is critiqued for not recognizing gender regimes. This has led to calls for critical research to examine the underlying social processes in the PR field that influence position opportunities, roles, the pay-gap, and discrimination. Three theoretical positions – liberal feminist, radical feminist and postfeminist - were selected to address the following research questions, 'How does gender influence everyday practice in public relations?' 'Which feminist perspective(s) are suggested by practitioner narratives?' Postfeminism, used as a critical lens, potentially enables 'multiple feminisms and femininities' (Lewis, 2014) to be expressed. For this paper, an exploratory, qualitative pilot study involved semi-structured interviews with four female PR practitioners in northern England. Transcripts were analysed using narrative analysis and reflexivity. The narratives revealed complex and sometimes contradictory interpretations. Therefore, while three out of the four narratives showed strong liberal feminist inclinations, including a belief that women are able to compete alongside men, two also expressed radical feminist orientations; although in line with previous research, not a desire to change the system, except on an individual level. A fourth narrative expressed ideas consistent with postfeminism, demonstrating an apparent acceptance of gender role segregation in PR, and therefore no inclination to change the status quo. Finally, we offer further ways of advancing critical feminist studies in public relations, through research and education.
Keywords **(5-7)**	• Gender-gap • Feminist theoretical positions • Postfeminism • Radical feminism • Liberal feminism • Practitioner narratives
Key Highlights **(3-5 – be brief in the summary)**	• How does gender influence everyday practice in public relations? • Which feminist perspective(s) are suggested by practitioner narratives? • None of the four interviewed women mentioned the term "feminism", which fits the findings of Wrigley (2002), that women try to deny this term. • While three participants recognized that gender issues prevailed in the PR industry, none focused on changing the system as a whole.

	• Even though two women were identified as having radical feminist predispositions, they only suggested solutions on an individual level.
Theory Used **(indicate if none)**	**Theory Name:** Feminist social theory – liberal and radical feminism **Brief Theory Summary** • The feminist social theory provides a classification scheme for analysing and interpreting women's professionals' roles and positions in the PR field. Radical feminism explicitly emphasizes the difference between women and men, promoting the basis for many of the ideas of feminism. Usually, radical feminists want to free both men and women from the rigid gender roles that societal norms encourage and reinforce. Liberal feminism, on the other hand, "supports the doctrine of individualism, which advocates that all men and women are rational individuals who are capable of competing for jobs on an equal footing, assuming that the correct adjustments are made to social structures and gender roles" (Yeomans 2014a). The third 'lens' for this study, postfeminism, while not considered part of feminist theorising, is nevertheless based on "women's lived experiences of organizations" and offers the potential to contribute critical insights into gender in the workplace (Lewis, 2014: 1860).
Application of Article to Practice (3-5 – **be brief in the summary)**	• Further research should be done to investigate the gendered experience of public relations within different contexts, for example, private and public sectors and international contexts other than the UK, including the perceptions and experiences of male practitioners. The study of inequalities should be a part of PR education in university and this should include research about a variety of feminist perspectives as well as postfeminism. • Intersectional approaches are important to identity and power in PR, given that inequalities in everyday career experiences informed by difference may be equally if not more relevant than gender.
Key citations from the article	"Although the State of the Profession survey (CIPR, 2015b) found that the percentage of women at senior level in the PR industry is 48% (board level representation was not provided), it also found that a clear pay gap of £8,483 exists in favour of men, which cannot be explained by any other factor such as length of service, seniority, parenthood, or a higher prevalence of part-time work amongst women" (p. 89). "One of the theories put forward to explain inequalities in PR is gender stereotyping. While the concept of gender in social theory is conceptualized as non-binary male/female, socially constructed and performed (Butler, 1990), the functional use of 'gender' is still widely synonymous with 'sex' and when referring to women" (p. 89). "For Fröhlich and Peters (2007: 232), gender stereotyping is core to the debate on the feminization of public relations since gender differences can be decisive in recruitment (presumed stereotypes) and influence a woman's beliefs about her skills (self-stereotyping)" (p. 89). "Tsetsura (2014: 99) underlined that for entry-level and mid-level positions female practitioners are seen as "cheap labour". Furthermore, public relations is often labelled as women's work (Tsetsura, 2014) while stereotyping women as natural communicators (Fröhlich & Peters, 2007; L'Etang, 2015). While the 'natural-born communicator' stereotype may

	help women at entry-level stage, it becomes a negative characteristic for women seeking managerial status (Fröhlich & Peters, 2007)" (p. 89). "Fröhlich's (2004) model of the 'friendliness trap' suggests that there is a vicious circle between the importance of 'feminist values' and the phenomenon of the glass ceiling: "At entry level, female attributes like orientation toward dialogue and consensus really can be advantageous" (Fröhlich & Peters, 2007: 233). However, in promotion situations, Fröhlich & Peters (2007: 233) point out that "the female characterization becomes an own goal and functions as the justification for the discrimination toward women because female attributes (like sensitivity, warmth, honesty, fairness, or morality) are then recoded as a lack of management skills (viz., lack of assertiveness, poor conflict management, and weak leadership skills)" (p. 89). "Another main idea of liberal feminism is that equal opportunities for women can be gained through "education and the elimination of prejudice and discrimination" as well as through representative democracy and the possibility of rational legal reform (Chrisler & McHough, 2011; Vincent 2009). Liberal feminists recognize male domination as "unjustified male monopoly" which hinders women becoming equal. As solutions, they see economic and individual freedom because "free markets imply free individuals, including women, who can compete on equal terms" (Vincent, 2009: 173-174). Transferred to public relations liberal feminism advocates "for ensuring that women be able to compete with men for comparable jobs with comparable salaries" (Rakow & Nastasia, 2009: 256) Based on this, liberal feminism is tightly connected to the theory of empowerment, especially self-empowerment" (p. 91). "Tools" for empowering may be networking, mentoring, or role modelling other women (Grunig et al., 2001: 331). Liberal feminist strategies suggest that women should adapt "masculine" behaviour in order to gain success in a male-dominated work environment (Grunig et al., 2001)" (p. 92). "Another liberal feminist strategy is denial of the existence of discrimination (Grunig et al., 2001; Wrigley, 2002). Wrigley (2002: 27) describes this phenomenon, which she calls "negotiated resignation" as disowning of discrimination such as the glass ceiling phenomenon. She considers this a survival strategy as well as the "denial of patriarchy" (Grunig et al., 2001: 324-325)" (p. 92). "Radical feminism, which appeared in late 1960s, is mainly in conflict with the principles of liberal feminism (Bryson, 2003; Enns, 1997). The reason for this clash between the two different feminist perspectives is that radical feminism suggests an essential change in society to diffuse patriarchy. Pointing out the difference of women from men, radical feminists construct groups without males (Chrisler & McHough, 2011)" (p. 92). "Radical feminism emphasizes the significance of personal feelings, experiences and relationships. What radical feminism opposes is patriarchy, the male dominated system itself, not men. The aim of radical feminism is to object, to combat and to eradicate patriarchy by countering

	typical gender roles and oppression of women and necessitate a radical reshaping of society" (p. 92). "In contrast to liberal feminists, who focus on solutions at the individual level, radical feminism calls for change in the 'system' itself with the main goal of a new form of organization" (Grunig et al., 2001)" (p. 93). "Although postfeminism (sometimes associated with 'third-wave feminism') has not progressed as a perspective within the public relations context, it is recognized as being rooted in liberal feminism and neoliberalism (Fitch, 2015). Organizational theorist Lewis (2014: 1850) states that postfeminism "can be understood as a cultural response to feminism and the changes it has brought, which does not seek to supersede feminism, but rather to rework and co-opt it", although she highlights that there is lack of consensus surrounding interpretations of this perspective" (p. 93). "According to organizational theorists, postfeminism represents a 'gender regime' (Dean, 2010) that on the one hand incorporates taken-for-granted feminist values from liberal feminism, particularly 'individualism, choice and empowerment', while 'restabilising traditional gender relations' including the re-sexualisation of women's bodies and retreat to the home as a matter of choice (Lewis, 2014: 1850-1851)" (p. 93). "Wrigley's work (2002: 47) found that denial of glass ceilings and lack of equal pay for men and women is a common strategy among female PR practitioners. Furthermore, she notes that – mainly young – women in PR feel discomfort with feminism (Wrigley, 2002: 49); all of which suggests that a postfeminist analytical lens could prove insightful" (p. 94). "Paying attention to women's narratives concerning the influence of gender on their career experiences sometimes reveals contradictory statements. Such contradictions may reflect both 'conscious concerns' and 'relatively unconscious' processes (Eriksson & Kovalainen, 2008: 216), including deeplyembedded gender ideologies within the PR field (L'Etang, 2015). Therefore it is unsurprising that the four narratives delivered complex gender interpretations which cannot be neatly labelled; however, we argue that a postfeminist interpretation allows multiple feminisms and femininities (Lewis, 2014) to be expressed within the same narrative" (p. 98).

Reference

Yeomans, Y.; Daba-Buzoianu, C., & Ivan, L. (2016). Looking Through Different Lenses: Women's Feminist Perspectives in Public Relations. *Romanian Journal of Communication and Public Relations* 17(3), 1-15.

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Gender-gap • Feminist theoretical positions • Radical feminism • Liberal feminism • Practitioner narratives
Key Highlights **(3-5 – be brief in the summary)**	• How does gender influence everyday practice in public relations? • Which feminist perspective(s) are suggested by practitioner narratives? • None of the four interviewed women mentioned the term "feminism", which fits the findings of Wrigley (2002), that women try to deny this term. • While three participants recognized that gender issues prevailed in the PR industry, none focused on changing the system as a whole. • Even though two women were identified as having radical feminist predispositions, they only suggested solutions on an individual level.
Theory Used **(indicate if none)**	**Theory Name:** Feminist social theory – liberal and radical feminism **Brief Theory Summary** • The feminist social theory provides a classification scheme for analysing and interpreting women's professionals' roles and positions in the PR field. Radical feminism explicitly emphasizes the difference between women and men, promoting the basis for many of the ideas of feminism. • Usually, radical feminists want to free both men and women from the rigid gender roles that societal norms encourage and reinforce. Liberal feminism, on the other hand, "supports the doctrine of individualism, which advocates that all men and women are rational individuals who are capable of competing for jobs on an equal footing, assuming that the correct adjustments are made to social structures and gender roles" (Yeomans 2014a).
Application of Article to Practice (3-5 – **be brief in the summary)**	• Further research should be done to investigate the gendered experience of public relations within different contexts, for example, private and public sectors and international contexts other than the UK, including the perceptions and experiences of male practitioners. • The study of inequalities should be a part of PR education in university and this should include research about a variety of feminist perspectives. • Intersectional approaches are important to identity and power in PR, given that inequalities in everyday career experiences informed by difference may be equally if not more relevant than gender.
Key citations from the article	"In segmented identity, there are significant and defined boundaries between professional and non-work spheres (2012, p.186). Blurred identity is formed by fuzzy boundaries, in this type of identity professional and non-

	work spheres are separated but in some situations they can be overlapped (2012, p.187). In merged identity professional and non-work spheres are integrated; boundaries are dissolved willingly or reluctantly (2012, p.189)" (p. 3). "In contrast to liberal feminists, who focus on solutions at the individual level, radical feminism calls for change in the 'system' itself with the main goal of a new form of organization" (Grunig et al., 2001, p. 334)" (p. 6).

Reference

Yeomans, Y. (2016). Imagining the lives of others: Empathy in public relations. *Public Relations Inquiry* 5(1), 71-92.

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	This article asks how we might theorise empathy in public relations (PR) in the light of a widespread turn towards emotion in the academy, as well as in popular discourse. Two distinct notions of empathy are explored: 'true' empathy, as discussed in intercultural communication, is driven by a human concern for the other in order to understand experiences, feelings and situations that may be different from our own, whereas 'instrumental' empathy, reflecting a self orientation, is said to characterise much neoliberal market discourse in which corporations are urged to understand their customers better. Thus, while empathy may seem highly desirable as a means to enter into dialogue with an organisation's publics, particularly during times of social upheaval and crisis, it is important to pay attention to empathy in PR discourses, including whose goals are served by empathetic engagement, and the type(s) of empathy called upon within a PR context. A literature review identified a sociocultural definition of empathy as 'imaginary effort'. A review of the PR literature, however, found that while empathy is considered an important principle and personal attribute, notions of empathy, with a few exceptions, are under-explored. Nonfunctionalist, sociocultural research which examines the meanings that practitioners associate with empathy is distinctly lacking; therefore, in order to gain further insight into empathy, two sources of data were explored. The analysis of a popular online practitioner blog showed that other-centred empathic skill is discursively framed as instrumental in achieving clients' business objectives. The analysis of three empathy statements drawn from 12 in-depth interviews with practitioners revealed complex empathic discourse in practitioner–client relationships. While the findings are limited to illustrative analyses only, this article challenges researchers to develop conceptualisations and perspectives of empathy as imaginary effort in PR.
Keywords **(5-7)**	• Critical-interpretive paradigm • Discourse • Emotion • Empathy • Phenomenology • Public relations
Key Highlights **(3-5 – be brief in the summary)**	• This article challenges taken-for-granted notions of empathy in PR practice and in the PR literature. the orientation in much of the literature on management and organisations is instrumental rather than critical: emotions are conceived as 'within-person phenomena' to the detriment of a societal issue. • A sociocultural lens enables an analysis of contexts in which empathy discourse takes place: in this case, PR agency practice. • This article challenges researchers to develop conceptualisations and perspectives of empathy as an imaginary effort in PR. • The problem of authentic/inauthentic empathy and instrumental discourse in PR is a central concern of the article, and this concern

	arises from seemingly casual use of 'empathy' in practice discourse and imprecision in the PR literature. • How empathy is publicly constructed among practitioners (the author selected a piece from a popular and apparently influential ('20 to 25,000 unique users a month') UK blog PR Moment). • How six PR consultants experienced, practised and understood professional relationships with their clients, journalists and colleagues. • Through an analysis of texts including an online blog and practitioner accounts of their handling of professional relationships, notions of empathy in PR practice were examined in relation to literature in which 'imaginary effort' as a sociocultural conceptualisation of empathy was identified. A sociocultural lens enables an analysis of contexts in which empathy discourse takes place: in this case, PR agency practice.
Theory Used **(indicate if none)**	**Theory Name:** Critical-interpretative theory **Brief Theory Summary** • Critical-interpretive perspective assumes discourse as a disciplinary mechanism – a 'system of representation' which governs the ways in which a topic is talked about and socially constructed (Hall, 2001: 72).
Application of Article to Practice (3-5 **– be brief in the summary)**	• The illustrations presented in this article, together with the literature reviewed, potentially open up further lines of inquiry on emotion and empathy in PR which has hitherto received very little conceptual attention and empirical analysis. While in this article I have argued for sociocultural perspectives of emotion and empathy in PR, the inspiration for further work (as indicated in methodologies such as Clark's) could well emerge from the arts and humanities. Such work could more meaningfully embrace the emotional turn and the paradox of empathy.
Key citations from the article	"Empathy requires 'the imaginative leap into the minds of others' (Clark, 1997: 34). Clark's 'imaginative leap' definition draws on the work of three sociologists – Weber (1947; verstehen or 'understanding'), Mead (1934; 'role-taking') and Scheff (1990; 'outer search')" (p. 73). "Support for the 'imaginative leap' notion of empathy is also found in the work of Coplan (2011) who, drawing on a body of empirical evidence from social neuroscience (e.g. Decety and Hodges, 2006), argues for a definition of empathy as a 'complex imaginative process through which an observer simulates another person's situated psychological states while maintaining clear self–other differentiation' (p. 40)" (p. 73). "Cognitive empathy as defined by Clark (1997) 'involves the thought or recognition that another person is in difficulty' (p. 36). Cognitive empathy is therefore the capacity to understand that another person has a problem and to recognise what might be causing that problem" (p. 74). "Physical empathy is defined as 'experiencing the distress of another at a physical level' (Clark, 1997), also known as 'emotional contagion' or 'catching emotion' (Coplan, 2011). The expression of physical empathy might involve unconsciously 'mirroring' the behaviour of another person, and given that it is an automatic response, it may change our own emotional state" (p. 74). "Emotional empathy is feeling what other people might feel or 'actually having an emotional reaction to a person's plight' (Clark, 1997: 45). For

	some intercultural communication scholars, such as Calloway-Thomas (2010), it is the 'feeling' level of empathy which really marks out empathic skill, particularly in a situation where the cultural other is suffering and where being other-regarding (cognitive empathy) is not enough for true empathy to take place" (p. 74). "Within the PR literature, empathy is seen as a human variable (attribute or trait) or an interpersonal process, capacity or skill which is learned and developed. It is a key principle in engaging publics, providing an 'atmosphere of support and trust that must exist if dialogue is to succeed' (Kent and Taylor, 2002: 27) and building organisation–public relationships (Bruning et al., 2008). Empathy is regarded an important part of an organisation's response in crisis communication (Martinelli and Briggs, 1998; Seeger, 2006)" (p. 77). "Empathy in PR is discursively framed as a desirable skill for practitioners, reinforcing neoliberal notions of the self-enterprising individual and emotional competence/capital, the type of empathy suggested within a business context is inevitably instrumental and codified in its pursuit of business goals" (p. 88).

Reference

CIPR (2016b). *PR and Pay Equality: A qualitative study into challenges and perspectives on gender pay*. Retrieved from: https://www.cipr.co.uk/sites/default/files/10932_PR&PAY_Equality_Report.pdf

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	None (a report) .
Keywords **(5-7)**	• Gender • Pay gap • Women • Public relations
Key Highlights **(3-5 – be brief in the summary)**	• The research uncovered the eight key reasons for the gender pay gap - fear and stigma, lack of ttransparency, negotiation skills, agency culture and structure, business sector bias, generational differences, unconscious bias, senior alpha females and workplace attitudes to flexible working. • The research provided a 7 point action plan in order to tackle gender pay bias. • Women in the 40+ generation recognise that gender pay is "a thing", but they are not sure what can be done to tackle it. • Many thought that PR as a whole was a rewarding career and that compared to other industries it was very well paid. • Most felt respected and valued in the PR community and some have close female family members who also work in the industry. • There was a fear of discussing the issue, but a contradictory trend of resistance to millennials who approached them openly requesting a pay rise. • As more men request flexible working and other working styles, more open discussion on gender pay may assist in creating a more family-friendly working culture within PR. • Many were not aware of the Government's initiative that requires pay scale reporting from companies but said this may promote a more open discussion internally on the issue of pay. • Where there was a gender balance in the leadership of a business, there was a perception of a healthy gender balance in decision making. • PR needs to lead the conversation on gender pay, as negative attitudes towards women and the question of equality in the workplace are still present in PR.
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice (3-5 – **be brief in the summary)**	• Seven Point Action Plan • 1. A comprehensive outline of salary banding: the State of the Profession annual survey produces a rough guide to current earnings, but recruiters, the CIPR and others could provide more information about the salaries available at different levels of the PR industry. CIPR recently took part in Hays salary banding exercise which set out pay bands by region.

	• 2. Client awareness - making gender parity and pay a business issue: Clients increasingly demand to work with companies that have gender parity. The possibility of losing income may be the most effective external factor in tackling the gender pay gap. • 3. Government reporting: From April 2018 companies with 250+ employees will be required to publish their salary structures. This may help create an open and transparent culture. However, the vast majority of employers in PR will not be covered by this requirement and more needs to be done to make women aware that they should not be stigmatised for asking about workplace pay equality. • 4. Leadership Training that focuses on adaptive leadership and new models that move beyond the aggressive alpha behaviour. This form of leadership is about taking on a gradual but meaningful process of change. This should involve additional training for existing leaders and new training for the leaders of tomorrow. The result, senior female PR professionals believe, would be a more balanced boardroom with a healthy suite of alpha and beta, male and female progressive leaders with the ability to future proof the PR industry. Sculpting it to be both successful and able to attract the best of emerging millennial and gen Z talent. • 5. Mentoring and role models: Senior women mentor and sponsor younger female colleagues but more role models are needed to demonstrate that flexible working works for both men and women. • 6. Gender equality networks: workplace networks that include both men and women could be established to drive equality. 7. Professional Bodies: should lead continuous research and guidance to develop best practice
Key citations from the article	"Reasons for the gender pay gap: 1. Fear and stigma combined: The women who took part in the survey indicated that they were unwilling to bring up the issue of pay, fearing being labelled as "trouble makers". They felt there was a stigma in their generation (40+) regarding discussing pay. 2. Lack of transparency: Pay is not openly discussed and many women who had thought they were being paid well, have sometimes discovered that their male colleagues were being paid more in similar roles. 3. Negotiating skills: Women may perceive a need for greater security and stability and the sample seemed to believe that men found it easier to move jobs. Women may second guess themselves and their abilities. Men were felt to be more likely to aggressively negotiate, job hop and compare and find out the salaries of their contemporaries. 4. Agency culture and structure: Bullying and intimidation in the workplace was the biggest barrier to discussion of a workplace gender pay gap. There was an inference that larger agencies can be more competitive and less accommodating of family life. This implies that those women who seek a work/life balance would not be in a strong position to request a pay rise or promotion. 5. Business and sector bias: Women may have found themselves cast in 'people facing' roles or as a token presence in the boardroom. They may be excluded from strategic roles in the business. 6. Generational differences: There was a perception among the sample that the millennial generation has a more transparent and forward approach to requesting pay increases, that the sample did not possess at that age or now. 7. Unconscious bias: People tend to gravitate towards and sponsor people who mirror them; meaning male leadership could be reproduced in senior management. Some commented that females who speak up are perceived to be aggressive, which may stop them from discussing pay. 8. Senior alpha females and workplace attitudes to flexible working: Experiences were shared of unexpected reactions from female employers towards family life. Many had worked incredibly hard and made considerable family life sacrifices over time to get to where they were. This could lead to a feeling of being underwhelmed when today's employees made family life related requests. Flexible working patterns and parental leave were almost universally considered to be a problem. Female

	and male employers alike feel these present continuity difficulties for clients and cause resentment among staff members" (p. 9-11).

Reference

Athaydes, A. S.; Hasse-Becker, G. E., & Echeveste, S.S. (2016). Monitor Latinoamericano de Comunicação 2014/2015: fragmentos da realidade de profissionais de Relações Públicas e Comunicação Corporativa no Brasil. *Comhumanitas: Revista Científica de Comunicación 7*(2), 48-60.

Required Element	**AB Entry**
Country	Brazil
Author-provided abstract (indicate if none)	This article deals with the Brazil international research stage Latin American Communication Monitor 2014-2015 (LCM 2014 - 2015), held under the auspices of the European Public Relations Education and Research Association (EUPRERA) in 18 countries in Latin America. It brings the perception of Brazilian professionals working in the areas of public relations and communication management, about gender issues, satisfaction and professional performance, degree of importance of certain fields of activity, as well as the most requested features in the analyzed period. The results presented here were obtained through an online questionnaire answered by 201 participants and point: greater dissatisfaction with their professional performance than other Latin American professionals, as well as work overload and no corresponding average annual salary to its responsibilities and working day. Regarding gender issues, as well as in other Latin American countries surveyed, Brazilian professionals realize a greater effort than their male colleagues, to succeed and confidence in their work. However, they believe that the predominance of women in the area may lead organizations to practice symmetrical communication.
Keywords **(5-7)**	• LCM Brazil 2014/2015; • Public relations • Communication Management
Key Highlights **(3-5 – be brief in the summary)**	• Regarding professional/personal life balance, 71,6% Brazilians claims to work more than the established working hours; • Regarding satisfaction/professional situation, 73,1% Brazilians agrees that tasks are interesting; 45,7% assume to have many progression opportunities; 70,9% agree that their superiors value their work; and 61,2% assume they have work stability. On the question of adequate salaries, though, the percentage of disagreement (31.9%), indifference (31,8%) and agreement (36,3%) is similar; • In terms of gender stereotypes, Brazilian women seem to agree, more than men, with the existence of some stereotypes: feminization will delay technological evolution of the profession; feminization will lead to a decrease of average wages for communication professionals. These stereotypes are similar in the perceptions of PR women practitioners in the rest of the analyzed Latin-American countries; • Regarding gender discrimination, Brazilian professionals believe women must work harder to ensure quality relationships with high decision makers in the long term (71,5%). • On gender issues, the item with less agreement from women (27,7%) and men (7,1%) was the statement that women need more time for family duties.
Theory Used **(indicate if none)**	**Theory Name:** No theory identified

	Brief Theory Summary ---
Application of Article to Practice **(3-5 – be brief in the summary)**	• Different perceptions from men and women about several dimensions related with Public Relations professionals • Could be applicable, comparing with other countries out of Latin America context.
Key citations from the article	"Although national surveys indicate that women spend 21 hours a week in domestic activities, against men's 10 hours a week (IBGE, 2015), Brazilian professionals did not consider that women need more time for household chores after working hours (34,8%)" (p. 59). "It is also surprising that in a predominantly female sample such as the Brazilian, the stereotype about feminization increasing the profession intrusiveness (54.1%) had high agreement percentages. However, this result may be based on the premise that Brazilian women would be sexist" (p. 59). "Still on stereotypes, it is surprising that in a country considered sexist as Brazil, men (even at a lower percentage than female participants) are claiming that it is the female domain factor that will intensify professionalism (35.7%)" (p. 59).

Reference

Spatzier, A. (2016). One woman - Two sides of the Same Coin? Journalism and Public relations: The case of Bertha von Suttner, Austria. *Public Relations Review* 42(5), 787-791.

Required Element	AB Entry
Country	Austria
Author-provided abstract (indicate if none)	This article demonstrates the relationship between journalism and public relations in the case of Bertha von Suttner (1843–1914) from Austria, Nobel Peace Prize Laureate in 1905. Based on a literature review, the research in this article sheds light on both journalism and public relations in the late nineteenth century in view of this story of an extraordinary woman. Starting with the idea that Bertha von Suttner was not only a renowned journalist and writer, but also a propagandist for peace and women's rights, this paper notes that journalism and public relations are not just two sides of the same coin but, particularly in view of campaigns, can stand side by side for a cause. As well as a theoretical discussion, the contribution highlights the instruments utilised by Bertha von Suttner to fight for peace and equality. Furthermore, the results outline some perspectives, which logically illustrate that both journalism and public relations are based on the same intentions regarding campaigning. Due to this, journalism and public relations merge into one activism field.
Keywords **(5-7)**	• Public relations • Journalism • Campaigns • Activism • Peace
Key Highlights **(3-5 – be brief in the summary)**	• There has been little examination of examples which demonstrate that journalism and public relations can stand side by side for one cause. • The analysis of Bertha von Suttner activities highlights the integration of journalism and public relations to advocate for peace and equality. • The results show that Bertha von Suttner is an extraordinary example of the production and deployment of issues which, in turn, gave peace and women a voice. This kind of act is a specific element within public relations. • However, Bertha von Suttner not only used speaking and events, but also the journalistic environment, which propelled her life forward. • This article shows that the intention to convince people that peace was preferable was carried out by one person using both journalistic means and instruments of propaganda. • This article highlights the instruments which Bertha von Suttner utilised in the fight for peace and women's rights to raise awareness and public consciousness. The reflection demonstrates that Bertha von Suttner combined journalism and public relations instruments. • The editorial work indicates the journalism activities on the one hand, on the other, especially, direct action such as printed materials, circular letters, rallies, and engagement of articles in the daily press, public lectures and the dissemination of information on the state and progress of the movement refer to public relations. Moreover, propaganda methods were used by Bertha von Suttner with the aim of promoting the ethics and morals of peace. For this purpose, she used public speeches, lectures, conferences and lecture tours. Additionally, such events were suitable occasions to write about as a journalist.

Theory Used **(indicate if none)**	**Theory Name:** Public relations theory **Brief Theory Summary** Public relations can be defined as propaganda and public activism. However, as Ronneberger and Rühl (1992, p. 252) say, public relations can be seen as a system, which produces and deploys issues for public discourse. Against this background, public relations can also be said to focus on the functioning of society (Signitzer, 2004, p. 144). Rühl (1980, p. 322) defines journalism as a system that produces and deploys issues for public discourse. Thus, journalism also focuses on the function of society. In the above-presented definitions, and according to the critique outlined by Scholl and Weischenberg (1998, p. 74), no difference can be seen. However, the difference can be seen with Baerns (1985, p. 16), who defines public relations as the self-presentation of particular interests through information, and journalism as the objective third-party representation regarding society's interests.
Application of Article to Practice **(3-5 – be brief in the summary)**	• Further research should be done to investigate which public relations instruments used other eminent Austrian personas at the same time when Bertha von Suttner was fighting for peace and equality. • Further research should be done in order to investigate how Austrian and international media portrayed Bertha von Suttner activities.
Key citations from the article	"Public relations can be seen as a tool within journalism and not in opposition and journalistic articles can also be seen as public relations instruments. Thus, it may be difficult to separate public relations and journalism as two sides of the same coin in the case study of Bertha von Suttner" (p. 788). "In Bertha von Suttner's work, two issues were central: peace and freedom for women. In order to gain attention for these two themes, she used both journalism and public relations. Although Kempf (1991) sketched Bertha von Suttner's self-image as writer, politician and journalist, all instruments used in the context of the peace movement, cited by Gütermann (1985, p. 26f.), refer to public relations" (p. 789). "The creation of sufficiently informed public opinion was Bertha von Suttner's main goal. For this purpose, she used both journalism and public relations instruments. In this case study, journalism was closely related to public relations in order to activate public opinion. Thus, Bertha von Suttner was an extraordinary public relations professional and journalist" (p. 790).

Reference

Fitch, K. (2016). Women, Feminization, and Professionalization. In - Fitch, K. *Professionalizing Public Relations. London:* Palgrave.

Required Element	AB Entry
Country	Australia
Author-provided abstract (indicate if none)	Women have worked in Australian public relations since before 1940, yet their historical contributions to the industry are seldom acknowledged. This chapter draws on archival and interview research to illustrate the ways women were involved in the post-World War II professionalization of public relations, which began with the establishment of professional institutes. The rapid feminization of public relations in the 1970s and 1980s contributed to increasing anxiety about the significance for its professional status and to renewed attempts to establish jurisdiction over public relations activity. Gender has thus played a significant but under recognized role in the construction of public relation expertise. This chapter therefore investigates the problematic gendering of public relations, and recognizes women's contributions to the industry in Australia.
Keywords (5-7)	• Australia • Feminization • Gender • History • Women • Public relations
Key Highlights **(3-5 – be brief in the summary)**	• Exploring the historical contributions of women to public relations demonstrates the impact of gender on the Australian industry, particularly in terms of its professionalization, as well as develops an important, yet neglected, aspect of public relations history. • The inclusion of women in public relations histories highlights the gendered construction of professional expertise and occupational identity, evident in the growing exclusion of women from representation in professional institutes and in particular kinds of public relations work. • It also highlights the significance of other factors such as class and global mobility that contributed to pathways into, and careers in, public relations in the post-war period. • Retrospective biographies and contemporaneous newspaper articles from the 1940s and 1950s illustrate the global mobility of many successful female practitioners. As middle- class women were more likely to seek white-collar employment, the class remained a persistent contributor to suitability for the field. • The decline of women in Australian journals is notable much later than in the late 1950s. In part, this may be due to the fact that there was no ongoing Australian journal produced by professional institutes in which shifts in representation can be tracked, partly due to tensions between state-based institutes and a federated body as well as financial pressures. • Nevertheless, analysing journals produced by Australian professional institutes in terms of their "disciplining effect" in the construction of institutional norms reveals an increased marginalization of women in public relations by the late 1960s and early 1970s in comparison with

	the state-institute-produced journals of the 1950s (where women were in the minority in any case). • In 1970, women made up one-quarter of the reported new, regraded and resigned members in Victoria (Vic. Membership, 1970), yet are poorly represented in the journal pages. • Women were also poorly represented as "expert" speakers and presenters at the four-day national conventions in 1969 and 1971, which featured 64 and 34 speakers respectively; none were women. • Women working in public relations in the 1980s were usually university educated, although this qualification was often in any discipline rather than a communication study, business, or public relations degree. Further, the experience of travel and work overseas continued to ease pathways into the industry. • Although women still entered public relations through secretarial and stenography roles, this appeared to be rarer. In interviews, university-educated women often described the start of their career in public relations as accidental. • There were very few feature articles by women in the Public Relations Journal and Public Relations Australia [1965–1972], and women were represented primarily as wives, secretaries, or as a novice, rather than as expert, practitioners. In part, this may be due to the dominance of former journalists working in public relations in the 1970s and the emphasis on media relations and social and cultural capital gained through those networks. • The "boys' club" mentality translated into corporate spheres as male journalists became more established in the corporate world, where they continued to rely on their old networks. But the public relations workforce changed in response to broader societal changes concerning women and work. • The introduction of public relations as a university course of study, and its significant growth throughout the 1980s contributed to and accelerated the feminization of public relations. This shift led to renewed attempts by the industry to gain professional recognition, in part through establishing greater regulation of, and jurisdiction over, public relations.
Theory Used (indicate if none)	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice (3-5 – **be brief in the summary)**	• Further research should be done to illustrate the ways women were involved in the professionalization of public relations from 1980s onwards in Australian context. • Further research should illustrate men points of view on the ways women were involved in the professionalization of public relations in the post-World War II.
Key citations from the article	"In Australia, women were employed in public relations and related industries prior to World War II, sometimes in high-profile roles, and even served on state and national committees for industry bodies in the 1950s, but nevertheless women remain noticeably absent from Australian public relations history prior to the 1980s" (p. 65). "Australian public relations history is generally constructed with reference to the post-World War II establishment of professional institutes, which

	emphasize the achievements of male founders and is strongly focused on its development towards professional recognition" (p. 65). "Women's pathways into public relations were varied but often included voluntary work, or as in Hoyles's case, prior employment, often overseas in publicity, media-related, or business roles (Fitch, 2016b). Both these entry points suggest that class, or particular kinds of social and cultural capital, were significant if unacknowledged factors in obtaining public relations work" (p. 66). "Analysis of journals produced by two state institutes in the 1950s, PRIA (Vic)'s Pro-Files [1952–1958] and the Sydney-based AIPR's P.R. News [c. 1954–c. 1956], demonstrates both the presence of female practitioners and that they played roles in the establishment and management of the institutes, with women participating as council and committee members (Fitch, 2016b). The list of financial members for the Victorian institute in 1956 showed almost 15 % (i.e., 14 out of 95) of members were women" (p. 68). "In addition to not-for-profit, health, and manufacturing sectors, women found work in public relations in retail, travel, and fashion sectors as part of the postwar expansion of industrialization and manufacturing and, in tandem, the growth in a consumer society in which public relations played a key role" (p. 69). "In contrast to Gower's research on women in the PRSA journal, the decline of women in Australian journals is notable much later than the late 1950s. In part, this may be due to the fact that there was no ongoing Australian journal produced by professional institutes in which shifts in representation can be tracked, partly due to tensions between state-based institutes and a federated body as well as fi nancial pressures. Nevertheless, analysing journals produced by Australian professional institutes in terms of their "disciplining effect" in the construction of institutional norms (Edwards & Pieczka, 2013, p. 20) reveals an increased marginalization of women in public relations by the late 1960s and early 1970s in comparison with the state-institute-produced journals of the 1950s (where women were in the minority in any case)" (p. 69). "Women were also poorly represented as "expert" speakers and presenters at the four-day national conventions in 1969 and 1971, which featured 64 and 34 speakers respectively; none were women, although Penny Cresswell was the guest speaker at the informal dinner dance to close the 1971 conference (Third National Public Relations, 1969; Programme, 1971). The 1966 four-day convention included one woman out of a total of 21 speakers; Esta Handfield chaired a session on "Graphic Arts in Communications"" (p. 71). "Women working in public relations in the 1980s were usually university educated, although this qualification was often in any discipline rather than a communication studies, business, or public relations degree. Further, experience of travel and work overseas continued to ease pathways into the industry. Although women still entered public relations through secretarial and stenography roles, this appeared to be rarer (Fitch & Third, 2014). In

	interviews, university-educated women often described the start of their career in public relations as accidental" (p. 76). "Many women left corporate work to establish consultancies in the 1980s and found that the consultancy sector offered more diverse and challenging work and greater autonomy outside highly gendered corporate hierarchies" (p. 78). "Public relations was a highly gendered industry in Australia in the 1980s, partly due to the number of male ex-journalists working in public relations roles. Research conducted in 1985 found that journalism was a common route for men, but not women, into public relations roles" (p. 78). "The introduction of public relations courses to higher education contributed to the increasing feminization of the industry. Although PRIA welcomed the introduction of public relations as a university-level course of study, the institute was less enthusiastic about the number of women, often university educated, entering the industry" (p. 79). "The issue of the industry's feminization was an ongoing concern for PRIA in the 1980s and into the 1990s, with a perceived need to guard against public relations being thought of as a "pink profession" (Participant 9) as public relations "would devalue" and "be downgraded" (Participant 10)" (p. 80). "Despite the increase in the number of women working in public relations, women were more likely to remain in certain sectors such as community relations and not-for-profit and in low level, technical roles such as marketing and promotion; women were often excluded from more strategic public relations activity and found it difficult to advance within corporate structures, despite being more likely to be university educated than their male colleagues" (p. 80). "On the one hand, university education was perceived to enhance the professional standing of public relations and reposition it as a management discipline. On the other hand, participants identify the introduction of university-level public relations courses resulted in large numbers of female public relations graduates, posing a threat to the professional standing of the fi eld. University education therefore was perceived by participants to play a pivotal role in both the positive outcome of developing professional standards, but also, less favourably, in the feminization of the public relations industry. The increasing regulation of PRIA membership, an important part of maintaining a jurisdiction over the industry, can therefore also be seen in part as a response to the professional anxiety evoked by the rapid feminization of the field" (p. 80). "Class was indeed an informal credential for women's entry into public relations. Many of the women who worked in Australian public relations had lived and worked abroad, often in England, as this was a typical pattern for middle-class Australians" (p. 81).

Reference

Jahansoozi, J. (2016). Gender and Public Relations: Critical Perspectives on Voice, Image and Identity. *Journal of Communication Management* 20(1), 91-94.

Required Element	AB Entry
Country	Global
Author-provided abstract (indicate if none)	None (book review)
Keywords **(5-7)**	• Women • Public relations
Key Highlights **(3-5 – be brief in the summary)**	• Radical shift is needed in public relations • The dominant paradigm is functionalist, and a change is needed
Theory Used **(indicate if none)**	**Theory Name:** **/** **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	**/**

Reference

Fitch, K. (2016a). Feminism and Public Relations. In - L'Etang, J; McKie; Snow, N., & Xifra, J. (eds) *The Routledge Handbook of Critical Public Relations.* London: Routledge.

Required Element	AB Entry
Country	Australia
Author-provided abstract (indicate if none)	This chapter explores feminism and public relations. By feminism I refer to a social movement that seeks to end discrimination on the basis of gender. Like public relations, this movement emerged out of capitalism (Felski, 1989) and modernity (Daymon & Demetrious, 2014; 1995) and lacks a single and stable definition or meaning. Critical perspectives in feminist public Relationship scholarship are rare. I therefore explore the relationship between women and public relations in the histories, theories and practices of the field from a critical perspective in order to develop new understandings of the gendering of public relations. I argue feminism remains undertheorised in public relations, despite a body of feminist scholarship stretching back to the 1980s. This chapter investigates the intersections of public relations and feminism in order to offer in historical and critical overview of feminism in public relations scholarship. First, I consider the feminization of public relations. Second, I consider how public relations histories have been promoted a gendered conceptualization of the evolutionary development of the field. Then, I consider how concerns about the impact of this feminization identity for public relations. Fourth, I review feminist public relations scholarship to show how it largely adopts liberal and radical feminist perspectives. Finally, I identify gaps in feminist public relations research and call for more critical understandings the and power. Only in this way can the gendered structures underpinning conceptualisations and practices of public relations revealed and addressed.
Keywords (5-7)	• Women • Public relations • Gendering • Professionalization • Critical feminism
Key Highlights **(3-5 – be brief in the summary)**	• The article emphasizes the importance of critical feminist research in public relations since public relations is embedded in certain ideological assumption such as neoliberalism and heteronormativity, • The article emphasizes that the failure of much feminist public relations scholarship to explore "gender as a social construction public relations practice, or on men as gendered beings that are thus, affected by the feminization of public relations " limits research to a focus on women and their role in the professional project. • The article emphasizes that much of the feminist public relations scholarships failed to consider the broader social context that produces inequality on the basis of gender. • The lack of a critical perspective marginalises both the role of women and the technical activity (such as publicity, event management and promotional work) into the understanding of public relations as a strategic management profession and ordinarily a corporate function (excl. other types of public relations activity, such as activism and NGO work (McKie & Munshi, 2007)). This stratification of public relations activity occurs along gendered lines. • Despite the expansion in theoretical perspectives on public relations in the last decade, the dominant paradigm, with its emphasis on functionalist and managerial understandings, still structurally turns much thinking about public relations. It promotes a normative

	conceptualization by pre -Sending public relations as an ideal, two-way practice, and ignoring or excluding public relations practices, particularly those aligned with marketing and promotion, or in certain sectors, such as fashion, which do not fit this ideal. • The failure of much feminist public relations scholarship to explore "gender as a social construction public relations practice, or on men as gendered beings that are thus, affected by the feminization of public relations "(Aldoory, 2007, p.339) limits research to a focus on women and their role in the professional project. • Until recently there has been little critical feminist research in public relations. As the previous sections in this chapter demonstrate, public relations is embedded in certain ideological assumptions such as neoliberalism and heteronormativity that are largely unchallenged (Edwards & L'Etang, 2013). Indeed, various scholars have pointed out feminist public relations scholarship is "narrowly focused" (Aldoory, 2007, p.339), "underdeveloped" and "uneven" (Rakow & Nastasia, 2009, p. 252). Instead, much feminist public relations research fails to problematize the ways in which women, and indeed public relations, are represented, leading to a focus on the experiences of white, middle-class, heterosexual American women (Aldoory, 2005a) and on gender equity in salaries, status and roles (Fitch & Third, 2010). There is limited research that adopts a truly critical perspective on the hegemonic assumptions around gender in public relations.
Theory Used (indicate if none)	**Theory Name:** Critical feminist theory **Brief Theory Summary** • A critical feminist lens can challenge existing assumptions in public relations, particularly around the professionalizing structures and knowledge. This lens opens up a feminist public relations scholarship beyond the dominant ant paradigm. • Recent public relations scholarship has begun to engage with more complex understandings of gender and its intersections with, for instance, race, class and sexuality in the construction of social identities (see, Daymon & Demetrious (2014) and Tindall & Waters (2013)). • Dorothy E. Smith, Rakow and Nastasia (2009) identify the need to reframe feminist public relations scholarship by interrogating – rather as working within - the capitalist and patriarchal structures of public relations. • Daymon and Demetrius argues that critical feminist theory foregrounds the social impact of "hegemonic assumptions around gender in public relations which continue to be unquestioned and unchalenged".
Application of Article to Practice (3-5 – be brief in the summary)	• The article is descriptive and relying on the interpretation of previous studies hence it can be a starting point for public relations students and professionals who are trying to get more insights regarding the feminization and public relations.
Key citations from the article	"The feminization of public relations, that is the numerical dominance of women working in public relations that began in the 1980s, is topical in public relations industries in Anglophone countries such as the US, UK and Australia, and Europe and in non-Western countries" (p. 54). "Concerns are frequently expressed in trade media and even mainstream media about gender pay gaps), the lack of women in senior public relations

	roles, the numerical dominance of women and around its "pink ghetto" and even overtly feminine status“ (p. 54). “Commentators, for example, question there is a systematic discrimination against women in public relations, given that women make up a high percentage of the public relations workforce, pointing to the numerical dominance of women in the public relations industry as an example of how equality has been achieved“ (p. 55). “Moore suggest that the female dominance in the industry will result in greater equality and increasing The number of women in senior positions is "good business". Similarly, Pearce (2012) argues that "The practice of public relations is an inherently feminine activity" and that therefore "women have a head start ". None of these positions are particularly original in that they - possibly unwittingly - articulate particular discourses around women and public relations that do not challenge the status quo and even reinforce gender stereotyping“ (p. 55). “Suggesting that the glass ceiling does not exist or that feminism is no longer relevant to be understood as part of a broader societal backlash against feminism. Further, arguing women - as better communicators and more collaborative workers - are beneficial to public relations stereotypical understandings of women“ (p. 55). “There is no single or unified feminist movement ortheory. In the US, for instance, feminism is predominantly and historically aligned with liberal feminism, emphasizing equal rights, and to a lesser extent, radical feminism, campaigning against patriarchy and women's oppression (Mendes, 2011). In contrast, UK feminist movements are tended to be more radical and socialist, in that class as well as gender were recognised factors in women's oppression (Mendes, 2011)“ (p. 58). “Despite the diversity in feminist scholarship, feminist public relations scholarship predominantly has been framed within liberal feminism and, to a lesser extent, radical feminism. In this section, I review feminist public relations scholarship to highlight the need for more critical perspectives“ (p. 58). “Post-feminist theory has had limited impact on public relations scholarship, but postfeminism, as a backlash against feminism, has its roots in liberal feminism and neoliberalism (Gill, 2007; McRobbie, 2009). It potentially offers critical insights into the ways feminism is simultaneously embraced and rejected in the celebration of personal responsibility and individual choices (Gill, 2007; McRobbie, 2009). Search postfeminist positions - in the sense that public relations no longer requires feminism, as illustrated in the earlier "Public relations and women" section exploring industry commentary - elide the gendered structures underpinning the field even when gender pay gaps and discrimination are acknowledged. That is, the neoliberal market-driven discourse of personal responsibility, individualism and autonomy ignores how gender is manifest in public relations discourse“ (p. 58). “Radical feminists seek to change societal structures and overcome patriarchal power rela (Mendes, 2011; Rakow & Nastasia, 2009). Some

	feminist public relations scholarship combined elements of liberal feminism and radical feminism“ (p. 59). “In "feminist values in public relations," Grunig, Toth and Hon (2000), for instance, sought to establish public relations' credentials as a profession by linking its ethical practice with traditionally feminine-coded values such as co-operation, respect, caring, intuition and justice. This approach, drawing on essentialist understandings of women, did not contest the dominant paradigm but rather sought to incorporate feminist perspectives within that paradigm“ (p. 59). “More radical feminist public relations scholarship attempted to rearticulate the debate by interrogating the professional structures of public relation which were considered underpinned by patriarchy and capitalism (Rakow & Nastasia, 2009). Hon (1995), for instance, recognised public relations was marginalized by its association with women's work, and called for changes at the societal, organizational, industry and individualual level“ (p. 59). “Much of this feminist public relations scholarship failed to consider the broader social context that produces inquality on the basis of gender. As Pompper points out, "public relations researchers consistently fail to critique vestiges of patriarchy by instead emphasizing that women (somehow) are better communicators anyway "(2014, p. 69). While radical feminist perspectives offer some recognition of the patriarchal and capitalist ideologies underpinning public relations, neither radical nor liberal-feminist scholars are able to move beyond a male-female binary, eating tialist understandings of women, or fully challenged the gendered implications of the field's dominant paradigm. Indeed, Aldoory argues that much public relations theory and research "sustain [s] gender stereotypes "and the systematic" devaluation "of women's work (2005b, p.901), different onceptualization of public relations and its role in, and impact upon, society“ (p. 59). “The failure of much feminist public relations scholarship to explore "gender as a social construction public relations practice, on men as gendered beings that are thus, affected by the feminization of public relations "(Aldoory, 2007, p.339) limits research to a focus on women and their role in the professional project“ (p. 60).

Reference

Lee, J., & Lim, Y.-S. (2016). Gendered campaign tweets: The cases of Hillary Clinton and Donald Trump. *Public Relations Review* 42(5), 849-855.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	The present study aims to contribute to the agenda setting theory and political campaign literature by examining candidates' tweets and their effects on voter reactions in the context of the 2016 U.S. presidential election. Content-analysis of Donald Trump's and Hillary Clinton's 3-month tweets (N=1575) revealed that half of their tweets were attacks, and those attacks were effective in attracting favorites and retweets for both candidates. Their tweets reflected their issue agendas highlighted on campaign websites, and they mainly emphasized issues owned by their parties in both venues. Some of the issues Trump stressed in his tweets (i.e., media bias and Clinton's alleged dishonesty) drew significantly more favorites and retweets, suggesting public agenda setting possibilities through Twitter. None of the issues Clinton emphasized were significant predictors of favorites and retweets. However, visual elements such as pictures and videos were effective in bringing voter reactions for Clinton. While Clinton sent twice as many tweets as Trump did during the three months, Trump's tweet received in average three times as many favorites and retweets as Clinton's. Overall, the results show that Trump was more successful than Clinton in drawing public attention to preferred issues through Twitter.
Keywords **(5-7)**	• Twitter • Agenda setting • Donald Trump • Favorite • Retweet • Issue • Attack
Key Highlights **(3-5 – be brief in the summary)**	• The present study attempted to fill in the gap and test the less-explored aspects of Twitter's agenda building function. • This study contributes to the political campaign literature while expanding the scope of agenda-setting literature and issue ownership theory. • The results of this study offer insight into Twitter's potential to set the public agenda with or even without the news media's gatekeeping. • Trump's and Clinton's campaign websites and tweets reflected their parties' owned issues, supporting the issue ownership theory. • Half of their tweets posted during the last three months of campaigns were negative, and attack tweets were effective in increasing favourites and retweets. • Tweets attacking Clinton and the media resulted in significantly more favourites and retweets, suggesting Trump's agenda-setting potential through Twitter. None of Clinton's issues was effective in drawing positive voter responses.

	• Multimedia were effective in increasing favourites and retweets only for Clinton, and Trump's tweets tended to be more popular when they were text-only.
Theory Used **(indicate if none)**	**Theory Name:** Issue ownership theory Agenda setting theory **Brief Theory Summary** • Petrocik's (1996) issue ownership theory posits that political parties have issues they are perceived to be best at handling – or issues they "own" – and that political campaigns are contests of candidates attempting to raise the salience of issues their party owns while downplaying issues the opposing party owns. • According to the theory, public attention to a party's owned issue is strongly correlated with the party's electoral gain. Therefore, the success of a campaign hinges on the ability to make issues owned by its party salient in voters' minds – more salient than the issues for which the other party holds an advantage (Petrocik, 1996, Petrocik, Benoit & Hansen, 2003; Thesen, Green-Pedersen & Mortensen, 2017).
Application of Article to Practice **(3-5 – be brief in the summary)**	• Future studies should try to investigate if candidates' issue agendas actually influenced the media coverage or the public. • This study has practical implications for political actors, particularly political candidates, as they are keen on drawing favorable responses from voters on social media.
Key citations from the article	"While the media set the agenda, political actors, such as governments, political organizations, and activist groups, can influence the media to set the agenda in a way they want, which is a process called agenda-building. Political actors are keen on utilizing the effect of information subsidies they provide journalists with, which includes press releases, video news releases and political advertisements. By offering such information subsidies, they attempt "to intentionally shape the news agenda by reducing journalists' costs of gathering information" (p. 5) "It is now assumed that political journalists must cover what is happening on social media as a way to "increase transparency and accountability of the campaigns" and to "take the pulse of the electorate" (Illuminating 2016, 2016). In that sense, political candidates' social media messages are adding to or, to some degree, replacing traditional information subsidies such as robocalls, press releases, speeches, and even campaign websites (Hong & Nadler, 2012; Lee & Lim, 2016)" (p. 7).

Reference

CIPR (2016a). "Ending Pay Discrimination is a Priority for the PR Industry" CIPR responds to IFS study. Retrieved from: https://newsroom.cipr.co.uk/ending-pay-discrimination-is-a-priority-for-the-pr-industry-cipr-responds-to-ifs-study/

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	None (statement)
Keywords **(5-7)**	• Pay discrimination • PR industry • UK
Key Highlights **(3-5 – be brief in the summary)**	• Following the publication of results of IFS study on women and discrimination they face after they return from maternity leave, CIPR responded and ask the PR industry to do more to tackle pay gap that arises as a result of a maternity leave
Theory Used **(indicate if none)**	**Theory Name:** / **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	/

Reference

CIPR (2016). CIPR condemns Kevin Roberts' gender diversity comments as "grossly inaccurate". Retrieved from: https://newsroom.cipr.co.uk/cipr-condemns-kevin-roberts-gender-diversity-comments-as-grossly-inaccurate/

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	None (statement)
Keywords **(5-7)**	• CIPR • Kevin Roberts • Gender diversity
Key Highlights **(3-5 – be brief in the summary)**	• Saatchi & Saatchi director stated that there is no gender bias and denied that women are not occupying senior leadership roles • CIPR condemned the statement and stated that problems exist and that they will tackle it through interviews with senior women in PR
Theory Used **(indicate if none)**	**Theory Name:** / **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	"Kevin Roberts' refusal to acknowledge the lack of women in senior roles as an issue illustrates the magnitude of the task facing those of us striving for gender parity. The issues facing women working in advertising and PR are reflected across multiple sectors. His grossly inaccurate remarks are a reminder of the naive attitudes towards gender diversity which still exist in our industry" (n.p.)

Reference

Fitch, K.; James, M., & Motion, J. (2016): Reflecting on feminism, public relations and research. *Public Relations Review* 42(2), 279-287.

Required Element	AB Entry
Country	Australia
Author-provided abstract (indicate if none)	This paper explores feminism and public relations through the diverse perspectives of three public relations scholars seeking to understand what a critical-feminist research agenda might offer. It acknowledges that feminist public relations scholarship – at least until recently – is underdeveloped. Drawing on bell hooks' (1989) notion of talking back, this paper offers a conversation to explore tensions and debates around a feminist agenda for public relations. The discussion is structured around three broad themes: provocations, transgressions and resistance, and points to how feminist intelligences and modalities, in challenging gendered hegemonies, may open public relations scholarship and practices to new understandings.
Keywords (5-7)	• Critical • Feminism • Positioning • Public relations • Resistance
Key Highlights **(3-5 – be brief in the summary)**	• This paper explores our efforts to define "feminist intelligences" or modalities for public relations and, indeed, to grapple with what a feminist public relations research agenda might entail. • The topic was approached differently and in ways that built on understandings, research expertise and interests of three authors. • Three authors presented their individual contributions around three overarching themes: provocations, transgressions and resistance which provided an insight into how they talked back in order to participate effectively in power relations and claim space to work in feminist methods. Their insights are a valuable resource for the future generation. • This paper explores our efforts to define "feminist intelligences" or modalities for public relations and, indeed, to grapple with what a feminist public relations research agenda might entail. • Kate Fitch examined processes of professionalization in order to understand the construction of gendered occupational identities. • Melanie James considered the application of positioning theory (Harré & van Langenhove, 1999; James, 2014a), focusing on the gendered social force of public relations positioning acts and how the assignment and taking up of rights and duties inherent in positions are undertaken. • Judy Motion drew upon her background as a critical scholar to problematize how power relations and discursive struggles play out in popular culture. • This paper explores the ways in which feminist intelligences and modalities can challenge hegemonic assumptions in public relations theory and practice. Learning how to speak to and respond to power is critical, not only for feminist scholars but, more broadly, for the role of academics as critics of society. Feminist intelligences require active politicization of issues and practices.

	• Backtalk means finding our voices and challenging those who seek to silence and close down emergent critical approaches.
Theory Used (indicate if none)	**Theory Name:** Feminist theory **Brief Theory Summary** • Feminism is concerned primarily with two objectives: "The first is descriptive: to reveal obvious and subtle gender inequalities. • The second is change-oriented: to reduce or eradicate those inequalities" (Martin, 2003, p. 66).
Application of Article to Practice (3-5 – be brief in the summary)	• Future research depends on richer heuristics and critical perspectives that open up and interrogate other female public relations professionals to provide an insight into how they talked back in order to participate effectively in power relations. Intercultural studies are needed in order to compare different talkbacks that female public relations professionals employ.
Key citations from the article	"The majority of feminist public relations scholarship from the 1980s onwards embraces liberal-feminist and, to a lesser extent, radical-feminist approaches (Fitch, 2015). With a few exceptions (see, for instance, Daymon & Demetrious, 2014 and Tindall & Waters, 2013), there is little research that adopts a truly critical perspective in terms of challenging the hegemonic assumptions around gender in public relations" (p. 280). "We suggest that as practitioners and researchers continue to examine the assumptions within public relations practices, such practices and "common sense" meanings may be revealed as highly gendered social constructions. Viewing public relations through such a critical feminist lens can provide a way of deconstructing what is taking place, and conceptualizing a "feminist intelligence" in practice. In all stages, including planning, implementing and evaluating public relations activity, an examination of the symbolic capital that individuals or organizations wield is warranted. Applying a feminist intelligence to such work might result in guiding current and future practice towards achieving the aims of a broad feminist agenda" (p. 286).

Reference

Tench, R.; Laville, L., & Kiesenbauer, J. (2016). Exploring the magic of mentoring; Career planning for the public relations profession. In - Brønn, P. S.; Romenti, S., & Zerfass, A. (eds.) *The Management Game of Communication* (pp. 205-223). Bingley, UK: Emerald.

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	This chapter attempts to critique the role of mentoring relationships which are identified by Levinson et al. (1978) as 'one of the most complex and developmentally important relations'. Providing psychosocial and career support (Kram, 1983, 1985) public relations practitioners, employers and professional bodies could benefit from the literature and empirical studies which demonstrate the powerful relationships that can develop through mentoring. This chapter critiques the mentoring programmes identified through empirical research of public relations' professional bodies (Kiesenbauer et al., 2015) and the findings of a European study of public relations practitioners (Zerfass et al., 2014) in order to contextualise the literature and consider how the public relations profession can make better use of the dynamic mentoring relationship.
Keywords (5-7)	• Mentor • Mentee • Mentoring • Protégé • Networking
Key Highlights **(3-5 – be brief in the summary)**	• The article addresses the need for organizations and PR professional bodies to develop mentorship programmes. • The article addresses the need for organizations and PR professional bodies to recognize the benefits of mentoring relationships. • The article address the need of achieving consensus on definitions for mentoring and mentor as well regarding the formal and informal mentoring. • The article stresses that the PR industry needs to be mindful of the need to not just impart information with less-experienced colleagues but to also learn from them too, especially in today's digital working environment. • There is a lack of consensus on definitions for mentoring and mentor. • The general consensus on two functions being served regarding mentorship: career development and psychosocial support. • Empirical studies conducted in Europe, North America and Australasia have limited relevance to other continents due to their different cultural environments. Even within the continents listed there may be cultural differences, especially in Europe due to the proliferation of different countries, languages spoken and cultural differences. • According to the research by Zerfass et al. (2014) in different European countries, networking, at 78.1 per cent, is the most relevant aspect of career development for all age categories. • Studies in PR research are increasingly indicating the high importance of mentoring for the professional development of practitioners. • Many researchers believe that all those who succeed have mentors, usually informal mentors. • Individuals with multiple mentors reap greater career benefits than those having only one mentor, and the more contacts people can gain at a higher level the more they gain from career sponsorship.

	• Mentors could be selected and matched according to the desired outcome of the organisation, the mentor and the protégé. Training can be tailored, matching can be more appropriate and outcomes measured. Indeed, the mentoring relationship may be more reciprocal than hierarchical, to include reverse mentoring (Hays & Swanson, 2012), which may increase the likelihood of formal programmes being more successful. • A European study of PR practitioners showed that access to networks and privileged information are considered important benefits by more than half of the respondents. Thinking more professionally is perceived as a major outcome of mentoring, with career progression ranked the lowest. • Research by Zerfass et al. (2014, p. 58) demonstrates the highest levels of job satisfaction among those who had been both mentors and mentees, rather than being either a mentor or a mentee. • ECM 2014 gives an idea of the current mentoring practice in the professional field by revealing that female communicators are less involved in mentoring (as mentor and protégé) than their male colleagues.
Theory Used (indicate if none)	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice (3-5 **– be brief in the summary)**	• The article can serve as a starting point for organizations and PR professional bodies to consider the benefits of mentoring relationships and to develop mentoring programmes. • Further research about mentoring in the field of PR should ask if recognition from the male peers can still be seen as a relevant career driver for male practitioners where women meanwhile make up the majority of the professionals. • Further research should also consider Brander (2005) who states that mentoring has the chance to be successful only if there is a will to replace traditional, arbitrary and in transparent father-son relationships between mentor and mentee by relationships in which sex, origin, social capital or academic habitus would actually be replaced by criteria like performance and quality. • The opportunity to develop robust and meaningful mentoring programmes for the PR profession could be embedded in the development of the profession more widely in order to enhance its development and that of its practitioners.
Key citations from the article	"The role of mentoring has been proclaimed as one of the key career development and advancement tools in the organisational milieu over the last decade (Simonetti et al., 1999, cited in Friday, Friday, & Green, 2004, p. 628)" (p. 206). "Mentorship is recognised as a critical on-the-job training development tool for career success for both men and women (Hunt & Michael, 1983, p. 483)" (p. 206). "The foundation of the mentoring concept is theoretical, with Levinson (1978, p. 98) defining mentoring 'not in terms of formal roles but in terms of the character of the relationship'. Subsequent research has focused on the functionality of the mentoring relationship with a general consensus on two functions being served: career development and psychosocial support (Noe, 1988). It is recognised that these key functions and overall character

	of the mentoring relationship will stand the test of time as technology and global networks impact on relationships and working practices" (p. 209).

Reference

Yeomans, L. (2016a). Emotion management strategies in PR firms: senior level perspectives of professional relationships. In: BledCom, *23rd International Public Relations Symposium*, 1 July 2016 - 2 July 2016, Bled, Slovenia.

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	Much of the PR literature tends to focus on engagement in building relationships between organisations and publics or stakeholders. However, less is known about everyday interpersonal engagement, especially in regard to the professional context of the PR consulting firm (Sissons, 2015). This paper asks what it means to engage with clients and journalists, from the perspectives of managing directors and owners of London-based public relations agencies. What are the "feeling rules" (Hochschild, 1983) that govern these relationships and importantly, how and when are emotional/relational strategies passed on to PR executives and PR teams?
Keywords (5-7)	• Emotional engagement strategies • PR firms • Professional relationships
Key Highlights **(3-5 – be brief in the summary)**	• This study will offer insights into senior level emotional/relational strategies within the PR firm and thus how a specific aspect of "PRP culture" is produced and re-produced. • The study can be viewed from the perspective of new institutional theory (PR consulting as an institution), contributing an emotional dimension to the notion of "institutional logics" – field-level practices: theories, frames and narratives. • The study will provide an insight into the everyday interpersonal in the context of the PR consulting firms. • What are the "feeling rules" that govern relationships with clients and journalists, from the perspectives of managing directors and owners of London-based public relations agencies? • How and when are emotional/relational strategies passed on to PR executives and PR teams? • The key relationships that participants struggled to balance concerned their employees and clients. While on the one hand, participants sought to recruit employees with a positive attitude (at entry level, personal attributes were strongly emphasised over skills), well-suited employees brought with them high expectations of the workplace; valuing enjoyment, hard work and job satisfaction but also work-life balance. • Fewer but better (i.e. easier to manage) clients was a prevailing theme for the MDs of small PR firms, thereby reducing emotional risk to client relationships, and a means of retaining good staff. • Participants typically had fairly remote personal relationships with journalists, these relationships were still important for account teams to build and foster. • The main focus, for most participants, was on running a successful business, servicing their clients and maintaining a happy workforce.
Theory Used (indicate if none)	**Theory Name:** Socio-cultural theory

	Brief Theory Summary • Socio-cultural perspective aims to explore the emotional dimension of professional relationships in public relations consulting firms. It aims to provide a nuanced understanding of public relations emotional/relational work, drawing on the sociology of emotion and emotion in organisations.
Application of Article to Practice (3-5 – be brief in the summary)	n/a
Key citations from the article	"For two participants, being a senior PR woman meant that maintaining authority and respect was sometimes a struggle with male staff, male colleagues and male clients. Strategies for dealing with relationship issues could mean exploiting the status of male colleagues; while four out of the six women were involved, to varying degrees, informal women's networks to enable them to gain support and share ideas" (p. 5).

Reference

Burson Masteller/PR noticias (2017). *Informe PR People.* Madrid: Burson Masteller.

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Motivation • Professional development • Salary • Training • Diversity • Agencies • Consultant • Talent
Key Highlights **(3-5 – be brief in the summary)**	• The agencies are diverse - in size, profile, etc. the professional has very similar needs, interests and expectations, regardless of where they develop their activity • The main assets of the agencies are the workers
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice (3-5 – **be brief in the summary)**	• The diversity of communication agencies • Research on talent in communication agencies • Profile of the consultants who work in the agencies
Key citations from the article	"Un análisis sobre el talento en las agencias de comunicación, recogiendo directamente las opiniones de los consultores, era una asignatura pendiente del sector. Conocer a nuestros profesionales, sus necesidades, expectativas y preferencias, teniendo en cuenta que son el principal activo de las consultoras era necesario" (p. 34).

Reference

Tkalac Verčič, A. (2017). Trendovi u razvoju odnosa s javnošću: Usporedba procjena hrvatskih i europskih komunikacijskih stručnjaka. *Zbornik Ekonomskog fakulteta u Zagrebu* 15(1), 93-108.

Required Element	AB Entry
Country	
Author-provided abstract (indicate if none)	Public relations, both, as an academic discipline, and a business function, is under the infl uence of culture and the political system within which it operates (Sriramesh & White, 1992). For communication experts therefore the question is clear – are there signifi cant differences in the way public relations is practiced in various countries? During the last decade the number of scientific studies focused on public relations in Europe is significantly increasing and consequently the number of theories and empirical insights into practice is growing. Therefore, the aim of this paper was to explore potential differences in how key public relations issues are perceived among Croatian and other European communication experts. Results of the analysis show that Croatian public relations specialists differ somewhat from their European colleagues in their estimation of key communication issues. These results confi rm the thesis that public relations is a highly local business function, and add to the importance of local development of knowledge and skills, while using global theories and concepts.
Keywords **(5-7)**	• Public relations in Croatia • Public relations in Europe • Trends in public relations • European communication monitor
Key Highlights **(3-5 – be brief in the summary)**	• For communication experts therefore the question is clear – are there significant differences in the way public relations is practiced in various countries in accordance to political and cultural context? • European Communication Monitor (ECM) is the only systematic and academic rigorous longitudinal research of public relations in Europe which has been conducted annually since 2007 by more than 2.000 practitioners from 40 different European countries. From its beginning, ECM has been conducted in Croatia (approximately 662 practitioners from Croatia take part in ECM). • ECM 2015 showed how public relations practitioners valued the importance of the following communication values – explaining positive effects of good reputation, organisational culture and brands (79,8%), illustrating the benefits of listening to stakeholders and identifying opportunities (63,6%), explaining the role of content and 'thought leadership' for organisational goals (56,5%), demonstrating positive economic consequences (i.e. effects on sales or employee motivation) (55,4%), reminding of threats caused by troubled relationships and communication crises (51,5%), pointing out the demand for communication and transparency by the mass media (48,5%). • Only 50% of Croatian public relations practitioners, however, attributed the importance to the following communication value – explaining the role of content and 'thought leadership' for organisational goals. The most important communication value was explaining positive effects of good reputation, organisational culture and brands (71,7%).

	• The longitudinal analysis of data collected by the European Communications Monitoring Monitor indicates that the need for transparency and active publicity is consistently more significant issue in Northern and Western Europe than in Eastern and Southern Europe. This trend was also confirmed when it comes to Croatian experts who in almost all measurements show a lower degree of importance to this problematic issue. • Similar results can be seen when it comes to digital evolution and social networks. By contrast, issues of sustainable development and social responsibility in southern and eastern Europe have been significantly evaluated, but in northern and western Europe. Croatia also fits in completely with its region (Southern Europe). Explanation of the discovery of differences in assessing the importance of some problematic issues is twofold. First of all, it seems that something younger in the public relations profession in Croatia still takes a step with its European counterparts. Issues such as fitting into digital evolution or increased transparency needs have not yet become a priority given the other major problems in the development of the profession itself. More important, first, the management of the organization clarifies the benefit of the communication function. Secondly, the cultural framework significantly shapes the value systems of practitioners and thus strongly influences strongly local professions such as public relations. • Croatian practitioners with neighbors share an assessment of the importance of key issues in developing the profession of public relations. This conclusion further underscores the importance of local development of the profession, but also exchanges of knowledge and experience with colleagues throughout Europe (and beyond). In this way global knowledge helps in the development of Croatian profession, but with a special adaptation to local specialties.
Theory Used **(indicate if none)**	**Theory Name:** None. **Brief Theory Summary** /
Application of Article to Practice **(3-5 – be brief in the summary)**	• More research should be done in exploring the reasons why Croatian public relations practitioners value communication values differently from European public relations practitioners. • It should as well include differentiation across gender, the type of the organization, years of experience etc. to get the broader picture. • The results of the research can be presented to the CEOs of companies operating in Croatia in order to be fully aware of the importance that CCOs have in the company as well as the importance of the corporate communications/public relations department.
Key citations from the article	/

Reference

Navarro-Beltrá, M.; Miquel-Segarra, S., & Llaguno, M. M. (2017). *La calidad de los artículos sobre los profesionales de la comunicación corporativa y de las relaciones públicas: un análisis bibliométrico con enfoque de género.* In - Herrero, F. J., & Mateos, C. Del verbo al bit (pp. 1113-1126). Tenerife: Sociedad Latina de Comunicación Social.

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	To evaluate the quality of scientific research, there are several methods. Two of the most used are the impact factor of JCR and the impact index of SJR. However, despite the importance of assessing the quality of academic literature, works that use the gender perspective for the study of corporate communication professionals and public relations (PR), to better knowledge, have not been evaluated to date. Thus, the objective of this study is based on examining, with a gender focus, the quality of scientific production on PR professionals and corporate communication that uses, in turn, the gender perspective. For this, a bibliometric analysis of the articles related to the study topic published in English or Spanish between 1999 and 2014 has been carried out. To locate these documents, we used the Web of Science Core Collection, Scopus and Proquest Central. The main results show that there are no differences according to the sex of the first author when analyzing the number of citations received and the indexing in JCR and SJR.
Keywords **(5-7)**	• Public relations • Corporate communication • Quality • Scientific production • Bibliometric analysis • Gender
Key Highlights **(3-5 – be brief in the summary)**	• Study of the work environment of PR and corporate communication with a gender approach is feminized. • The number of citations received by the articles analysed does not show statistically significant differences according to the sex of the first author at any time. • The difference is 10 points in favour of the authors in the case of JCR and 2 points in the case of SJR. • The sex of the first author does not affect the quality of the articles analysed.
Theory Used **(indicate if none)**	**Theory Name:** Bibliometric analysis **Brief Theory Summary** • Papers published in English or Spanish between 1999 and 2014. • The papers have been searched in Web of Science Core Collection, Scopus and Proquest Central • The terms used can be grouped into three categories: a) related to communication (public relations, PR, communication manager and corporate communication); b) related to work (human capital, labor, labor and work); and c) related to gender (gender, sex, glass ceiling, sticky floor, work-family conflict and family-work conflict).

	• Descriptive analysis, frequencies, contingency tables and the Pearson chi-square test.
Application of Article to Practice (3-5 – **be brief in the summary**)	• Quality of scientific production on PR professionals and corporate communication that uses the perspective of gender. • Analysis of the number of indexed publications, of citations, of the order of the authors in articles by gender.
Key citations from the article	"The main results show that there are no differences according to the sex of the first author when analyzing the number of citations received and the indexing in JCR and SJR" (p. 1113). "No existen diferencias en la calidad de los artículos que emplean la perspectiva de género para el estudio de los profesionales de la comunicación corporativa y de las relaciones públicas en función del sexo del primer firmante" (p. 1121).

Reference

Moreno, A.; Molleda, J. C.; Athaydes, A.; Suárez, A. M.; Herrera, M., & Álvarez Nobell, A. (2017). Latin American Communication Monitor 2016-2017. Tendencias en comunicación estratégica: big data, automatización, engagement, influencers, couching y competencias. *Resultados de una encuesta en 17 países.* Madrid, España: DIRCOM/EUPRERA.

Required Element	AB Entry
Country	Latin America
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Latin American • Communication • Big data • Engagement • Couching • Influencers
Key Highlights **(3-5 – be brief in the summary)**	• A quarter of communication professionals believe that big data can change the profession. • Most professionals think that stakeholders show engagement if they communicate about the organization and work together with it. • Men receive a higher salary than women at all hierarchical levels. • The excellent communication departments, at the forefront of the use of algorithmic tools. • 21% of female directors who charge less than $ 30,000
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** • Sample of 914 communication professionals from 17 countries in Latin America. • Analysis of frequencies, cluster, correlations, contingency tables. • Coefficients: Chi2, correlation of Pearson, ANOVA / Scheffe Post-hoc, independence test of the T of Kendall and the Kendall correlation test. The statistical indicators (V from Cramér, F, r, Tau).
Application of Article to Practice (3-5 – **be brief in the summary)**	• Analysis of communication management in Latin America • The wage gap between men and women • Level of knowledge of communication professionals on big data, engagement and algorithms.
Key citations from the article	"A gap between the importance that communication professionals place on automated practices and the actual implementation that occurs in their respective organizations" (p. 35). "La brecha salarial por género entre los profesionales de la comunicación se pone de manifiesto empíricamente en los resultados de este estudio. Independientemente del nivel jerárquico, ya sean directoras u otros miembros del equipo, las mujeres perciben menor salario que los hombres" (p. 104).

Reference

CIPR (2017). *PR and Pay Equality Report.* Retrieved from: https://www.cipr.co.uk/sites/default/files/10932_PR&PAY_Equality_Report.pdf

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	None (a report)
Keywords (5-7)	• Gender pay gap • Women in PR • Practical actions to address gender pay gap • Leadership • Gender equality
Key Highlights **(3-5– be brief in the summary)**	• The project performs a comprehensive qualitative study with 20 senior female PR professionals. • Aims to explore how the gender pay disparity permeates the careers of women working in PR by using the experiences of those interviewed to shed light on culture, norms, practices and decisions which may have influenced the pay inequality. • Suggests concrete points of action to address the gender pay gap.
Theory Used (indicate if none)	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice (3-5 – be brief in the summary)	• Offering insights into reasons for gender pay gap and suggests a concrete plan for action with 7 items.
Key citations from the article	"The Chartered Institute of Public Relations' (CIPR) State of the Profession research first examined the disparity between male and female earnings in 2012. Since 2014, the CIPR has performed multi-linear regression analyses to reveal the true influence of gender on pay. In 2017, these calculations revealed a gender pay gap of **£5,784** in favour of men. This figure cannot be explained by external factors including length of service and seniority. However consistent with previous studies, this year's research revealed that the gender pay gap manifests most aggressively at the senior level, where fewer female professionals are represented" (p.6) "- Women in the 40+ generation recognize that gender pay is "a thing", but they are not sure what can be done to tackle it /…/ PR needs to lead the conversation on gender pay, as negative attitudes towards women and the question of equality in the workplace are still present in PR" (p.12) "/…/ the millennial generation becoming established in the workplace with a different approach to pay, or male and female colleagues openly discussing their pay and seeking to tackle any perceived discrepancies. There will be more internal and external demands on employers to publish gender pay gap statistics. Pay review protocols may change to be more transparent and it may become normal practice for employers to publish

	grades/bands and associated salaries. More employees may encourage employers to read literature on gender equality and those who speak up could do so without the risk of being labelled "trouble""(p.13).

Reference

CIPR (2017a). *The State of the Profession Report 2016/2017.* Retrieved from: https://www.cipr.co.uk/sites/default/files/10911_State%20of%20PR%202017_f1.pdf

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	None (a report)
Keywords (5-7)	• CIPR • PR profession • Strategy • Budget, fees and finances • Brexit • Diversity and inclusion • Salaries and gender pay gap • Skills and areas of practice
Key Highlights **(3-5 – be brief in the summary)**	• Comprehensive and interesting research investigating a variety of issues in public relations, from demographics to seniority, salaries, gender pay gap, Brexit, skills, areas of practice, diversity and inclusion, mental health, budgets, fees, future challenges. • The only research of its kind. • Longitudinal approach, looking at trends over time.
Theory Used (indicate if none)	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice (3-5 – be brief in the summary)	• The report provides an interesting overview of the state of public relations occupation. With its longitudinal approach, it reveals trends and patterns in public relations, including demographics, seniority, salaries, gender pay gap, skills, areas of practice, diversity and inclusion, mental health, budgets, fees, future challenges and concerns. As such it gives insights into the profession and assist practitioners to understand and map their place in the occupation.
Key citations from the article	"In recent years, State of the Profession research has suggested the PR industry is approximately two-thirds female. However, this year's research shows a 5% rise in the number of men, bringing the gender ratio to 61% female – 39% male. Despite the apparent evening of gender balance, the gender pay gap remains a key area of concern" (p.6). "The average difference between male and female earnings is £12,316. However, to understand how gender truly impacts salary, Survation carried out comprehensive regression analyses for the third year running. This process takes into account other factors that might impact salary such as years in PR and seniority. These calculations reveal that the true gender pay gap in public relations is £5,784. This figure represents the difference in salary which cannot be explained by any of the other external factors tested for in the survey. The proximity of this figure to last year's (£6,004)

	suggests that efforts to close the gap have so far proved to have little, if any, impact" (p. 6). "The data also reveals that whilst the significant proportion of women and men earned between £20,000-£39,999, only 5% of women earned over £100,000, compared to 11% of men. This points once again, to an effective pay ceiling for women in the more senior parts of the profession" (p. 6).

Reference

Rodríguez-Salcedo, N., & Gómez-Baceiredo, B. (2017). A herstory of public relations: Teresa Dorn, from Scott Cutlip to Burson-Marsteller Europe (1974–1995). *Journal of Public Relations Research* 29(1), 16-37.

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	This research concentrates on Teresa Dorn's contributions to the history/ herstory of public relations through the analysis of her first 20 years in the profession, 15 of which were devoted to making Burson-Marsteller a prominent multinational company in Spain and Europe. The study explores the process of how Burson-Marsteller became one of the top consultancies in a country with a newly established democracy through the report of a life history. This methodology leads to a better understanding of when, why, and how the first international consultancy was settled in Spain and succeeded under the guidance of an American female practitioner.
Keywords (5-7)	• Burson-Marsteller • life history • public relations history • Spain • Teresa Dorn
Key Highlights **(3-5 – be brief in the summary)**	• This research contributes to the history of PR in two ways; (1) it tries to shed some more light on the influences of political and societal contexts for the development of PR and, therefore, furthers a national and international historiography as it may disclose alternative accounts for future developments and (2) the biographical methodological approach to Dorn's biography and life history is unusual in the history of PR as the study seeks to understand the historical significance of this pioneer. • This article represents the first attempt to research the role of women in Spanish PR profession and history by focusing on a single high-profile practitioner. • It is the first approach to the history of the establishment of multinational PR agencies in Spain. • Offers a historical perspective on PR which is neither progressive nor lineal, but to explain why things happened and to reproduce moments in history which would be lost in the mists of time.
Theory Used (indicate if none)	**Theory Name:** none **Brief Theory Summary** n/a
Application of Article to Practice (3-5 – **be brief in the summary)**	• Deeper and detailed understanding of the development of public relations in Spain. • Offers important insights into key aspects of public relations leadership, including early life experience, education, work ethics, personality and socio-historical context. • Offers insights into gendered aspects of leadership, yet does not explicitly address these aspects. • An important benchmark for comparison of public relations development, gendered practice and leadership in other countries/contexts.

	• Tells the history of public relations through the perspective of a female pioneer and leader, serving as an inspirational role model.
Key citations from the article	""I am not sure there is much to say", wrote Teresa Dorn when she first heard about our interest in writing about her life in PR. This witty, intelligent, and hardworking PR consultant started in the business 40 years ago. She studied under Scott Cutlip, worked for two Spanish PR pioneers, and helped Burson-Marsteller (BM) to open its first official delegation in Spain in 1981, when it became the first multinational firm to set up in a country with a fledgling democracy. She was appointed President/CEO of Burson-Marsteller Europe in 1994" (p.16). "As Caine has pointed out (2010), biographies of women have proliferated since the 1970s, when the feminist movement proposed saving from oblivion the Women's Lib movement fighters and those women who have been ignored by history due to the shadow of their men" (pp.19-20). ""I do not want to insist on issues of discrimination against women because I don't believe it has happened to me, or my attitude didn't allow it to happen, but there are two or three examples which show prejudice" (Dorn interview, 2016). /…/ In Madrid there was an American club for businessmen but she wanted to join, but this was not allowed. "I was to go to the women's one, where there were knitting classes and flower arranging." (Dorn interview, 2016)" (p.32).

Reference

Tench, R.; Moreno, A., & Topić, M. (2017). Male and Female Communication, Leadership Styles and the Position of Women in Public Relations. *Interactions: Studies in Communication and Culture* 8(2-3), 231-248

Required Element	AB Entry
Country	Europe
Author-provided abstract (indicate if none)	This article discusses results of the largest European survey among communication and public relations (PR) practitioners regarding the position of women in the industry. The survey was conducted online among communication and PR practitioners from 42 European countries. Using communication theories on differences in communication styles among men and women, we present and discuss results on managerial skills, differences in the communication styles and traditional views on differences between men and women in PR. The results suggest differences in communication styles among male and female practitioners, where women prefer non-personal communication methods while men prefer more personal forms of communication. The results thus go directly against data showing that women prefer intimacy and building relationships and against the frequently stated arguments for differentiated approaches to communication styles.
Keywords (5-7)	• Women • public relations • communication styles • communication method • leadership • difference approach to communication
Key Highlights **(3-5– be brief in the summary)**	• The article focuses on European Communication Monitor results related to managerial skills among male and female practitioners and differences in the use of communication among men and women. • The aim of the article is to address the situation in the PR and communication industries and to debate whether we can say that women prefer different communication channels than men and whether these differences are about leadership styles. • The study focuses on preferred methods of communication and the characteristics of effective leadership. • The study contributes to the debate on communication differences between men and women and the characteristics of an effective leader in regard to necessary communication skills. • The research challenges the usual views of the difference approach based on socialization and genderlect and emphasises that women should not be seen through stereotypes nor should their performance and leadership potential be judged according to alleged communication style. • Findings need to be validated in future research. • The results based only on one study conducted on one ‘female’ industry based within democratic normative principles in a particularly highly industrialized and democratized region of the world.
Theory Used (indicate if none)	**Theory Name:** Communication theories on differences in communication styles

	Theory of role congruity Third wave of feminism **Brief Theory Summary** • Communication theories on differences in communication styles • When it comes to communication styles, scholars systematically report on differences between men and women • Men are understood to speak the language that expresses independence, competitiveness and enforces status while women are seen to speak in a way that enables connection and intimacy. • Two approaches to studying differences in communication; the dominance approach and the difference approach. In the first case, men are seen to subordinate women through their different use of communication, while in the second case differences in communication are understood through belonging to two different subcultures. • Differences in communication styles are believed to come from socialization and initial upbringing. • Men and women are often described using the term 'genderlect', which means that 'genderlect' is like a dialect that explains differences that are not tied to 'geography or to family background or to a role but to the speaker's sexual gender'. Women and men are, in this view, seen as fundamentally different in the way they socialize, interact and consequentially communicate. • The purpose of conversation: women use conversation to create relationships, while men use it to achieve an outcome and establish a dominant position. • The communication differences affect leadership styles between men and women, as well as gender relations in the work place. • Theory of role congruity • Explains the prejudices to women through the non-congruence between leadership and female role • Stereotypes most commonly associated with problems in female progress to managerial position: women's caring nature, encompassing personal characteristics such as a friendly approach, emotional nature, affectionate attitude, sensitivity and similar, while men are associated with rationality, unemotional attitudes, aggressive approach, etc. • These differences portray men as suitable for effective leadership, while women appear to lack these essential qualities such as an aggressive approach and rationality. Women are, consequently, seen as inadequately equipped for taking higher managerial positions. • Third wave of feminism • Women are still not occupying senior managerial positions even if they managed to enter all professions. • Advocates more inclusion of women to politics and managerial positions, equality at work, as well as equal rights for minority women. • Protest the so-called glass ceiling, or a situation where women can progress in their careers until a certain point and then they cannot go any higher. However, the problem with successfully combating the glass ceiling problem is in women's denial of a glass ceiling where women do not report the problem but blame themselves for not progressing in their careers.
Application of Article to Practice	• The study provides an overview of communication differences between men and women and practitioner's views on characteristics of effective leadership in public relations. However, it challenges the

(3-5 – **be brief in the summary)**	usual views of the difference approach based on socialization and genderlect. • It offers insights into the preferred method of communication among male and female communications practitioners, perceptions of the most important means of communication for the industry, characteristics of effective leadership and differences in preferred communication styles between men and women. • It emphasises that women should not be viewed through stereotypes – women should be seen as individuals and adaptive to changed circumstances of the industry and thus highly competent to take leadership roles.
Key citations from the article	"When it comes to communication, differences between men and women are also generally considered to still exist. It is largely perceived that women and men communicate differently, which sometimes contributes to the lack of understanding between them (Tannen 1986, 1990; Suciu 2013, 2008). The term for these differences is known as 'genderlect', which is tied not to 'geography or to family background or to a role but to the speaker's sexual gender (Suciu 2013, p. 1). "Some scholars argued that the reason why women managed to enter PR in such high numbers is because women are more inclined towards emotional work and they are friendlier and kinder, all of which are skills necessary for PR practitioners" (p. 233) "The communication differences affect leadership styles between men and women, as well as gender relations in the work place" (p.235) "What is most commonly associated with problems in female progress to managerial position is stereotypes associated with women, i.e. their caring nature, encompassig personal characteristics such as a friendly approach, emotional nature, affectionate attitude, sensitivity and similar, while men are associated with rationality, unemotional attitudes, aggressive approach, etc. (Schneider 2005). These differences portray men as suitable for effective leadership, while women appear to lack these essential qualities such as an aggressive approach and rationality. Because of that, women are seen as inadequately equipped for taking higher managerial positions" (p.236) "When it comes to preferred methods of communication, results show differences that go against popular difference approach in communication styles among men and women. If we take into consideration that the difference approach sees women and men as different and where men are seen as less compassionate and more task oriented, while women are seen as more interested in building relationships with their employees through interpersonal communication (Eagly and Johnson 1990; Gray 1992; Eagly 1987; Eagly and Karau 2002; Martell and DeSmet 2001), it is quite interesting that the results show that women are more inclined to use e-mails and social media as methods of communication with their colleagues while men prefer face-to-face and phone calls" (p.238) "When it comes to personal characteristics ascribed to women, practitioners report traditional views on differences between men and women, where men are seen as more aggressive, able to promote themselves, self-confident, politically savvy, more motivated for managerial positions, more analytical, and with stronger managerial and operational skills /…/. On the other hand, women are seen as more emotional and sensitive to people (pp. 240-241)

	"These views largely fit into stereotypes against women as compassionate and emotional while men are more predisposed for managerial and leadership position. On the other hand, there is a downfall in characteristics ascribed to men when it comes to managerial motivation, analytical competences, and managerial and operational skills. This means that women are slowly finding their way through acknowledgement of their efforts and an increase in self-esteem; however, they are still seen as emotional and compassionate as opposed to men, which fits into traditional stereotypes against women" (p.241) "Contrary to views of women as more compassionate and committed to creating relationship and intimacy, our results have indicated that prejudices are just prejudices, and female and male PR practitioners do not seem to show great differences in their perception of effective leadership" (p. 241).

Reference

Vardeman-Winter, J., & Place, K. R. (2017). Still a lily-white field of women: The state of workforce diversity in public relations practice and research. *Public Relations Review* 43(2), 326-336.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	The state of women's research in public relations is strong. However, different women's stories—as well as men's stories who are not part of the standard White, heterosexual, American experience—are severely underrepresented in public relations practice and research. This review of research from the past 11 years shows that the practice has significant room to grow in terms of welcoming and providing a successful, equitable workplace environment to practitioners from marginalized groups. Specifically, research about the experiences of women of color, LGBT practitioners, practitioners with disabilities, practitioners aged 55 and older, and international practitioners are imperative to understand why public relations continues to be a "lily-white" field of women. To this point, research needs to seriously engage in intersectional research that links diverse practitioners' experiences with negative outcomes (e.g., salary gaps, relegation to technical positions, etc.) and positive effects (e.g., role modeling, entrepreneurship, etc.) for the field and individual practitioners alike. Directions for future research and practical application include examining eurocentrism and systemic racism in the academic and professional fields, overcoming issues of conducting quantitative research as well as issues of valuing qualitative research, linking diversity initiatives to core public relations concerns like crises and corporate social responsibility, exploring other fields' responses to diversity issues, and obtaining external audits by advocacy groups.
Keywords (5-7)	• Women • Public relations • Literature review • diversity
Key Highlights **(3-5– be brief in the summary)**	• The article provides a comprehensive view of diversity research in public relations academia and practices from 2005 to 2016 in terms of the workforce composition of all women in public relations with particular focus on identities other than gender. • The study outlines the factors and outcomes of insufficient diversity research in public relations. • The paper conceptualizes recent research in public relations about race and ethnicity, age, ability, nationality, gender and sexual orientation, and class. The vast majority of this research is anecdotal and qualitative; thus, the article provides avenues for how scholars can better know the state of diversity in public relations in order to empirically link salary gaps to intersectional identities like gender X race. • The paper outlines ideas for how practitioners and leaders in public relations organizations and associations can improve the state of the public relations workforce by reducing negative outcomes for "diverse" practitioners like women of colour. • In exploring what are the dynamics of diversity in the field of public relations, the article concludes that women of colour, LGBT practitioners, and practitioners with disabilities are underrepresented

	in the field, and data to generalize their experiences are extremely limited. • Findings are based on secondary data.
Theory Used (indicate if none)	**Theory Name:** Intersectionality theory **Brief Theory Summary** • Suggests that demographics and sociographics are interlocking and occurring simultaneously rather than as distinct and as such, individual identities cannot be merely added together when conducting statistical analyses of relationships between identity and social measures.
Application of Article to Practice (3-5 **– be brief in the summary)**	• The paper outlines ideas for how practitioners and leaders in public relations organizations and associations can improve the state of the public relations workforce by reducing negative outcomes for "diverse" practitioners like women of colour. • It emphasises that diversity is key to an organization's innovation and global success and helping organizations retain top talent. • Organizations should conceptualize and understand diversity beyond racial and ethnic difference to learn how the identities and lived experiences of women in public relations are intersectional – meaning that diverse identities (age, sexuality, race, ethnicity, income, geography, nationality, ability, etc.) are overlapping and simultaneously-occurring. • The study recommends that organizations focus increasingly on understanding identity as a factor in hiring and retention activities, increase mentoring opportunities, and actively listen to organizational publics on issues of diversity and inclusion. • There is a great need for intersectionality research, e.g. public relations should revive Kern-Foxworth's research from the 1980s and 1990s to (a) determine the relationship between role, status (including measures of salary), and race and gender, simultaneously; and (b) broaden the scope of this type of research to include other populations historically neglected in public relations research like practitioners with disabilities. • The practice has significant room to grow in terms of welcoming and providing a successful, equitable workplace environment to practitioners from marginalized groups, specifically women of colour, LGBT practitioners, practitioners with disabilities, practitioners aged 55 and older, and international practitioners. • The study recommends industry to pursue external audits by organizations advocating for women's and minority groups' inclusion in workplaces and society, e.g. professional groups like the PRSA and leading global public relations agencies should invite major advocacy groups to audit their policies, procedures, workplace compositions, and recruiting efforts to grade them individually and rank them against one another.
Key citations from the article	"The realities of practitioners of color are mixed in terms of the openness of public relations to people of color (Edwards, 2010). For example, Latinas experienced sexism and discrimination by coworkers, were often excluded from social networks, and were often pigeonholed into Hispanic-related projects (Pompper, 2007). African American practitioners cited similar experiences of tokenism (Tindall, 2009), close-mindedness and marginalization by organizational management, clients and colleagues, which often mirrored the experiences they had in the public relations classroom as students. Participants argued that the public relations field had not yet embraced multicultural diversity (Pompper, 2005b)." (p. 330)

	"/…/we have a very ambiguous picture of how many practitioners with disabilities exist; and if this statistic provides an accurate picture of the representation of practitioners with disabilities in the United States, the field has wholly neglected a unique, important group of people that can contribute meaningful insight to workplaces and communication work" (p.332) "/…/of the empirical research we do have on the workplace and industry experiences of LGBT practitioners, the amount of intersectional data that demonstrates the effects of multiple, simultaneous identities is, once again, extremely limited, largely anecdotal, and not generalizable. Finally, the experiences of lesbians, in particular, are significantly less documented than those of gay men (Tindall, 2013b) and data about transgender practitioners' presence and experiences are entirely nonexistent" (p. 332) "Public relations research on diversity has offered evidence that racial minorities and women in public relations are disadvantaged, excluded from organizational discourses, and often subject to pigeonholing, lookism or other forms of discrimination" (p. 333) "Some positive trends have emerged from insufficient diversity of the public relations industry. For example, /…/ women are leaving traditional public relations workplace settings and becoming entrepreneurs" (p. 333)

Reference

Walden, J. A., & Parcha, J. M. (2017). 'This is a stage': A study of public relations practitioners' imagined online audiences. *Public Relations Review* 43(1), 145-151.

Required Element	AB Entry
Country	US
Author-provided abstract (indicate if none)	Public relations (PR) practitioners are among those cultural intermediaries who privilege symbols, products, and communication rituals in society. Through interviews (n = 26) and analysis of practitioners' Twitter accounts, this study considers how members of this field identify their personal social networking site audiences and how these behaviors are implicated in the performance of their online identity. Findings indicate practitioners feel pressure to use personal social media in accordance with field-constrained norms and that an "occupational publicness" pressure requires them to be visible online outside of the workplace. The persistent specter of public criticism from audiences and the prioritizing of organizational interests above their own self-expression limits performances of PR practitioners' authentic selves online.
Keywords (5-7)	• Cultural intermediaries • Social networking sites • Self-identity • Impression management
Key Highlights (3-5 – be brief in the summary)	• This article only mentions women when talking about the sample demographics of a conducted survey and briefly (one sentence). Not particularly relevant for the literature review. • The study focuses on PR's occupational culture, which has largely been overlooked in scholarly considerations of cultural intermediary work. • Considers how PR practitioners identify their social network site audiences and how this selection regulates the presentation of their multi-faceted role identities. • The study explores how do occupational norms regulate PR practitioners' use of social networking sites for non-institutionally affiliated purposes through interviews and analysis of tweets. • The study highlights the pressures, reflections, and response behaviours that help PR practitioners navigate between the personal and professional realms online
Theory Used (indicate if none)	**Theory Name:** Impression management **Brief Theory Summary** • People present their personal identities to audiences through their words and actions. • People create a face for each social interaction and actively engage in impression formation among their audiences. • Identity performance, which can shape one's social relationships, is continuous and subject to ongoing change. • In performing one's self to others, the actor habitually monitors how audiences are responding to this presentation.

	• Through the impression management process, PR practitioners put effort into preserving one's personal and others' "face" or self-image to the public.
Application of Article to Practice (3-5 – **be brief in the summary)**	• Study reveals that PR practitioners navigate shifting personal and professional boundaries in venues that are open to the consistent public and peer observation. • Practitioners' identities on social media have been subsumed to their organizations. • The study emphasizes that problematic posts jeopardise not just one's personal reputation, but also organizational reputation. Additionally, any misstep that occurs on one's personal social media accounts has the potential to be met with criticism from one's peers, one's employers, an array of organizational stakeholders, and random audience members. • The study indicates that organizational and professional priorities strongly dictate personal posting behaviours. • The study reveals issues with work-life balance. In a career that is often described as intense and creative, practitioners often believe that their non-work time should be spent either developing new skills or dealing with the audience-driven expectation that they perform their authentic selves in a way perceived as highly networked, professionally competent, and personable.
Key citations from the article	/

Reference

Soria, M., & Gómez, B. (2017). Análisis del rol profesional de mujeres y hombres en las agencias de publicidad españolas. Percepciones e integración de igualdad de oportunidades (Analysis of professional role of women and men in Spanishadvertising agencies: perception and integration of equal opportunities). *Sphera Publica* 2(17), 167-193.

Required Element	**AB Entry**
Country	Spain
Author-provided abstract **(indicate if none)**	Females have a high representation in Spanish advertising agencies. However, men occupy management positions. In an increasingly global context, the need to achieve parity in the workplace is a matter of high relevance, since in many cases women advertisers are forced to give up promoting because it is impossible to reconcile this task with the private space. This research shows an image of the situation and the role of women in main Spanish advertising agencies, and, more specifically, in those that are integrated in the AEACP (Spanish Association of Communication Advertising Agencies), a total of 32. The chosen method to carry out the study was the survey, oriented to the workforce of the above-mentioned workers. The results show, among other things, that there is a high volume of female workers, who generally hold senior positions with their male counterparts. In addition, the staff is unaware, among other things, of the measures taken by the agency to enforce the law in terms of equal opportunities.
Keywords **(5-7)**	• Advertising Agency • Women • Professional Profile • Equal Opportunity
Key Highlights **(3-5 – be brief in the summary)**	• There are more women working in the agencies, since more than 50% of respondents are female, although they are not equally represented. • 70% of the surveyed people stated that the Creative and Art department has the highest male representation, followed by governing bodies and other positions involved in the decision-making process (48.57%). • Although most people enrolled in university degrees in Communication are women, men occupy management positions. 61.43% affirm that they agree with this statement and maintain that it is a business reality. • The number of women hired would have to increase up to five times for them to be able to access certain positions • In personal terms, 85.71% of professionals say they have a partner, but only 33.33% say they have children. • According to the data, it seems that the keys to success for a creative woman reside in the pragmatism, dedication and use of opportunities. So, the reconciliation between work and personal life becomes an impossible mission. • Most respondents said that telecommuting is the most common formula in terms of flexibility and compatibility to personal and professional life (65.38%). • Most of the surveyed people are unaware of an action protocol in order to guarantee equal opportunities and discrimination eradication.
Theory Used	**Theory Name:**

(indicate if none)	Feminist theory (not explicitly pointed out) **Brief Theory Summary** • Keep in mind that an advertising agency is a company. As such, it must implement equality actions to favour equality between men and women professionals, under the protection of the Organic Law 3/2007, dated March 22, for the effective equality of women and men. This regulation presents in Title IV an extensive section about work rights on equal opportunities, with the incorporation of measures to ensure equality between women and men in access to employment, training and professional promotion. At this point, the legal framework also refers to the protection of employed persons from sexual harassment. We must also remember that the document that shapes all these legal premises is the Equality Plan which, although not mandatory for companies with less than 250 employees, is very necessary to make organizations more efficient and responsible. • Advertising agencies creative teams are selected by separating male products (such as cars, sports or beer) from female products (cooking, children, hygiene and cleaning products). This lack of women in the top positions of advertising agencies causes that advertising itself does not include female publics and, generally, allowed campaigns guided by "stereotypes" or "clichés"
Application of Article to Practice **(3-5 – be brief in the summary)**	• It allowed to carry out an X-ray and an objective description of the professional situation of women and men in main advertising agencies, knowing their perceptions regarding equality of opportunities based on their individual experience and vision; • It would be very important to know if in the short future the change of business model in the agencies, led by the irruption of the Social Media paradigm, would also be accompanied by changes in work processes, structures and formulas of internal promotion.
Key citations from the article	"More than half of the professionals (55%) consider that there are wage inequalities between women and men, due to their important presence in leadership positions. This is a question that also affects the selection for promotion so, 45% interpret the fact that most people responsible for the promotion processes are men also affects the selection of professionals who change professional categories" (p. 187). "The study coincides with other recent reports that emphasizes that one of the main inequalities in the communication field is generated because men occupy most management positions. Thus, this research reflects that the perceptions of employed people about inequality are that it is fully integrated into work routines because there are many men in managerial positions. A fact that is also confirmed in the Welkom 2012 report or the Global Gender Gap 2016 of the World Economic Forum" (p. 189)

Reference

Fitch, K., & L'Etang, J. (2017). Other voices? The state of public relations history and historiography: Questions, challenges and limitations of 'national' histories and historiographies. *Public Relations Inquiry* 6(1), 115-136.

Required Element	**AB Entry**
Country	General
Author-provided abstract (indicate if none)	This essay offers an overview of public relations history and historiography, using a review of a recently published book series as a starting point. In offering sometimes previously undocumented national histories and regional and non-US perspectives, *National Perspectives on the Development of Public Relations: Other Voices* opens up the field. However, the series also raises philosophical and methodological issues regarding the role of history, the positioning of public relations, tensions within the field and public relations' relationship to societal communication and powerful strategic interests. Scholars have not always grounded their histories within wider historical literature that contextualises the public relations occupation and its role in a particular societal context. We argue that a renewed focus on historiography is needed to better address the influence of US progressivist accounts, the scientisation of western public relations and the narrow confines of the public relations discipline.
Keywords (5-7)	• Historiography • History • Nation • Public relations • US models
Key Highlights **(3-5 – be brief in the summary)**	• this article only discusses gender in overviewing public relations history and histography scholarship on page 129 (one paragraph). The entry below mostly focuses on this discussion. • Offering a very valuable overview of public relations history and historiography, using a review of a recently published book series National Perspectives on the Development of Public Relations series as a starting point. • Develops – albeit briefly – the significance of gender for PR history, or rather the absence of 'herstory', amongst 'Other voices'. • Emphasises that gender is a major missing concept in the series National Perspectives on the Development of Public Relations in terms of female participation in public relations history, historical and ongoing disclination, stereotyping and prejudice, and not engaging with contextualisation or explanations of women's role in history in a predominately female occupation. • Amongst other critiques, it emphasises that issues of gender and race rarely feature in historical writings.
Theory Used (indicate if none)	**Theory Name:** Historiography, historical theory **Brief Theory Summary** • Histography is the construction of histories focusing on methodological conventions around methods of acquiring evidence and processes of interpretation.

	• (Historical theory is not explicitly described)
Application of Article to Practice (3-5 – be brief in the summary)	• Not immediate (the essay is primarily focussed on academic critique and aimed at academic audience).
Key citations from the article	"Although useful in that they offer insights into the constructed narratives and values of industries in those countries, and into perceptions of what is important in the recounting of those histories (significant given either the lack of such histories or the lack of availability to Anglo audiences), many of these histories readily accept an evolutionary model of development towards professional status, fail to consider sociocultural perspectives and lack criticality. For example, there is little reflexivity around the lack of recognition of women's roles in societal debates or their contributions to the development of PR in most chapters. The diversity of voices in this collection, therefore, exposes a number of contradictory tensions in the attempts to write histories of PR: national/global, masculine/feminine, colonial/postcolonial and white/non-white" (p.128) "Gender is a major missing concept in the series, so evidence of female participation in PR or specialised sectors is not recorded, and, therefore, neither is historical or ongoing discrimination, stereotyping and prejudice. When gender is included, it is generally a fleeting mention of the number of women employed /…/ The absence of any real discussion around gender could possibly be attributable to narrow definitions of PR that may exclude important social campaigns such as enfranchisement, equal rights, prohibition and other forms of activism such as workers' rights, environmentalism and animal rights. /…/ Other chapters identify a feminisation of PR, without acknowledging the tension between feminisation and professionalisation. /…/ few chapters take an explicitly critical approach to gender or the experiences of women in PR in facing stereotyping and/or discrimination (see L'Etang, 2015b)" (p.129)

Reference

Fountaine, S. (2017). What's not to Like?: A Qualitative Study of Young Women Politicians' Self-Framing on Twitter. *Journal of Public Relations Research* 29(5), 219-237.

Required Element	AB Entry
Country	New Zealand
Author-provided abstract (indicate if none)	Twitter provides women politicians with a platform for practising political public relations and the opportunity to circumvent traditional barriers to their visibility. To explore how young women use Twitter to frame themselves during election campaigns, this study undertook a thematic analysis of tweets sent by politicians Nikki Kaye and Jacinda Ardern during New Zealand's 2014 general election campaign. A likability frame dominated their messaging, supported by subsidiary frames of the busy local MP and the relational politician. Choices of interpersonal and intimized situations showcased these attributes. Although the messaging was arguably effective, there are longer-term consequences for women with respect to the likability/competence double bind. Further and systematic incorporation of gender into the field of political public relations would strengthen this emerging discipline and add value to existing research around women's electoral viability.
Keywords (5-7)	• Political public relations • Gender • social media • New Zealand • woman-versus- woman election campaigns
Key Highlights **(3-5– be brief in the summary)**	• The article extends political public relations scholarship through applying an established theory (framing) to the analysis of young women politicians' election campaigning (specifically how they frame themselves on Twitter during the election campaign and in what ways are these frames consistent with Hallahan's typology). • The article makes visible their political public relations practices and explores these practices with reference to Hallahan's (2011) strategic framing typology. • The article makes a case for the value of a gendered perspective in this nascent field of political PR. • Countering disciplinary shortcomings of public relations paying little attention to the hidden workings of gender, tending instead to present theory and data as gender neutral. • Studying women political campaigning on Twitter, which is under-studied in political public relations research.
Theory Used (indicate if none)	**Theory Name:** Framing theory, equalization theory of social media **Brief Theory Summary** • Equalization theory of social media predisposes that platforms such as Twitter change the established distribution of political power benefiting marginalized groups such as women. • Framing theory • Framing is concerned with the selection and emphasis of message content.

	• Framing means to select some aspects of a perceived reality and make them more salient in a communicating text • The common analogy is the picture frame, which captures and highlights particular content within its confines, simultaneously enabling and limiting the communication of a message (Hallahan, 2011) and setting the tone for its interpretation. • Framing is primarily a message production process, linked to but separate from framing effects or outcomes. Framing can be conscious or unconscious. • Political candidates act as framing strategists by choosing which aspects of a candidate, issue, or cause to emphasize or deemphasize. • Hallahan's (1999) typology of applications comprised framing of situations, framing of attributes, framing of risk, framing of arguments supporting actions, framing of issues, framing of responsibility, and framing of stories. Across these seven approaches, political actors and organizations ultimately seek to establish shared frames to undergird relationship building and positive political outcomes.
Application of Article to Practice (3-5 – be brief in the summary)	• The article's findings reinforce the value of tweeting and using social media as mobilisers for political campaign activities. The analysis demonstrates that despite Twitter's limitations for interactivity potential, it can be used by politicians to make their face-to-face interactive work known to the wider audience. This is particularly important for young voters' engagement and increasing voters' turnout.
Key citations from the article	"Social media have enabled a shift away from the traditional power structures between politicians and the mass media, opening up spaces for electoral candidates to circumvent the well-established gatekeeping role of journalists (Enli & Skogerbø, 2013; Graham et al., 2013; Vergeer, 2015). This development has been cautiously welcomed by those concerned with women's invisibility in the mainstream media (e.g., Meeks, 2016; Walsh, 2015)" (p.221). "Women have long had to manage variations of the private/public double bind in media coverage and their own promotion activities, in ways that men have not (Jamieson, 1995; Meeks, 2016; Meeks & Domke, 2016). Schneider, Tinsley, Cheldelin, and Amanatullah (2010) referred to the likability/ competence double bind, defined by the Barbara Lee Family Foundation (2012) as "a correlation between being qualified and being likable" (p. 1), which does not exist for men and which results in dual negative consequences for women who make mistakes" (p. 222). "Gender is part of the cultural context and process of framing, including self-framing. However, public relations research has paid little attention to the "hidden workings of gender" (Daymon & Demetrious, 2014, p. 4)." "A meta-frame of likability was identified in the women's Twitter communications during the campaign, characterized by humor, flattery, acknowledgement of others, references to family and friends (and animals), expressions of empathy and sympathy, and low levels of negativity and conflict. Within this meta-frame, the young women also framed themselves in slightly different ways, as busy or relational politicians. However, this framing was secondary to the strong emphasis on likability" (pp. 226-227)

Reference

Gower, K. K. (2017). The Historiography of North American Public Relations. In: North American Perspectives on the Development of Public Relations. In - Watson, T. (ed.) *North American Perspectives on the Development of Public Relations*. London: Palgrave.

Required Element	AB Entry
Country	North America (Canada & USA)
Author-provided abstract (indicate if none)	This chapter explores the historiography of public relations with a focus on what is missing. It begins with a look at the dominant trends in American public relations historiography and argues that the focus on a progressive interpretation and corporate public relations has stunted our understanding of the field's history. Missing from the historiography are the contributions of men who are not considered "great" because they do not fit within the traditional public relations story; public relations practices in activist organizations, nonprofits, government, and the military; and most importantly, American and Canadian women. Taking a broad approach to the history of public relations will allow for the voices of these others to be heard and contribute to our understanding of the field.
Keywords (5-7)	• Fleischman • Historiography • History of public relations • Public communication • Public relations • Women
Key Highlights **(3-5 – be brief in the summary)**	• Importantly explicates the missing areas in public relations histories with a specific focus on activism, labour movements, reform movements and women as well as "propaganda" PR. • Uses an evidence-based approach to counter-argue dominant historical narratives and critiques four model progressivist approach. • Offers an important overview of women in public relations in support of a cause and women in public relations as a vacation. • Offers suggestions for compensatory histories (focusing on exceptional women) and contribution history (focusing on conceptualizing women in contribution history). • Problematises underrepresentation of female views and experience. • Problemists dominance of US scholarship and models in histography and historical research.
Theory Used (indicate if none)	**Theory Name:** Theory of the historical development of public relations in the USA (Gruning & Hunt), Histography (not described in the chapter) **Brief Theory Summary** • Theory suggests that public relations evolved through four stages: press agentry, public information, two-way asymmetrical and two-way symmetrical. • A progressive interpretation of historical development suggesting the field has continually improved with its practitioners becoming more ethical and developing more effective strategies and tactics over time. • Claim that the four models of public relations were based on historical fact challenged and critiqued by recent public relations histories and scholarship in general.

Application of Article to Practice (3-5 – **be brief in the summary)**	• Broadening understanding of public relations histories and the scope of public relations activities. • Breaking away from men-view and men-value driven histories and understanding of public relations occupation.
Key citations from the article	"For the most part, two approaches or perspectives have shaped the historiography of North American public relations. A belief in the progressive development of the field and an emphasis on the rise of public relations in big business has dominated the literature. /…/ these have led to a male-dominated, American-centric history of public relations that skews historical reality and ignores the contributions of women to the field" (p.114) "A natural outgrowth of the corporate emphasis and Grunig and Hunt's (1984) progressive interpretation, the history of public relations to date has been predominately the history of American men in public relations, told through men's eyes and privileging the values of men, although not just any men. The history of American public relations has been a history of "great men," with a focus on Ivy Lee and Bernays, the so-called fathers of public relations./…/ Restricting the history of the field to the sanctioned "great ones" from the corporate sector has stunted the historiography, relegating the role of public relations within politics, non- profits, educational institutions and reform movements to an afterthought (Miller 2000). It has prevented a critical assessment of the development of public relations internationally. Recent scholarship has debunked the theory that public relations is an American invention (L'Etang 2013; Watson 2015)" (p.115) "Unlike journalism, which can trace articles on the history of women in communication back to 1872 (Beasley 1990), the first histories to focus on public relations women did not appear until the 1980s. Over the next three-plus decades, the number of such histories has grown, although significant gaps in the literature still remain" (p.116) "Much of the research into women in public relations has centered on reform movements, especially temperance, suffrage and birth control, and tangentially, civil rights of the 1950s and 1960s. The strategies and tactics these reform women employed were considered by historians such as Cutlip (1995) to be antecedents to the "real" public relations that was practiced by men in corporations much later. There is, however, no reason to discount what these women did simply because the name, public relations, was not yet used to describe their activities" (p.116) "In the 1940s, women were optimistic about their future in the profession. Public relations was portrayed as a relatively young occupation that lacked the systemic bias against women that could be found in the legal and medical professions at the time./…/ The profession took a less supportive turn in the 1950s. As American media "symbolically annihilated" women in the post–World War II era by systematically under- representing them in the news, public relations women suffered a similar fate (Tuchman 1979). Women were no longer professionals equally capable of succeeding in the field as men; now they were presented as "cheesecakes" or they went missing from the pages of the trade publications all together. The pendulum swung back in the late 1960s as public relations women began voicing

	complaints about their lack of representation in PRSA and with the field's gendered portrayals of women" (p.120)

Reference

Jugo, D.; Ciboci, L., & Alavanja, M. (2017). Trends in education of communication professionals: The perspective of educators and employers in Croatia. *Public Relations Review* 43(5), 998-1006.

Required Element	AB Entry
Country	Croatia
Author-provided abstract (indicate if none)	The extremely rapid development of technology raises the importance of leaders of higher education institutions, as well as educators teaching public relations, to monitor scientific developments of the profession, market trends, and in particular, the needs of employers who will in the future employ recently educated personnel. This element is even more pronounced during times of global crisis in the communications industry where the number of jobs is decreasing, and the increase in criticism of educational institutions, which can be summarized in the claim that educational programs are not adapted to market needs. Guided by this situation, in this paper, the authors analyze the interrelationship between the academic community and employers in the communications industry, and compare their views on the issue of knowledge, skills and competencies which communication professionals must possess in order to be successful in this profession. The main research question is to what extent the views on the quality of education of future PR professionals differ from the perspective of employers and the academic community.
Keywords (5-7)	• Public relations • Formal education • Academics • Practitioners • Employers • Skills Knowledge
Key Highlights **(3-5 – be brief in the summary)**	• This article only mentions gender when talking about the sample demographics of a conducted survey and briefly (one sentence) mentions gender differences in attitudes towards theory vs. practice in education on p.1004. • The purpose of the article is to compare the attitudes of academics and practitioners working in the field of public relations in Croatia regarding the knowledge and skills necessary for students to be able to work independently in practice. • The paper defines the interrelationship and identifies possible gaps and discrepancies in attitudes between the academics and practitioners that are essential in educating future public relations professionals and nurturing them into practice. • This insight provides useful guidelines for developing a better relationship between academic institutions and organizations operating in public relations practice.
Theory Used (indicate if none)	**Theory Name:** None (the article only talks about theory in higher education). **Brief Theory Summary** n/a
Application of Article to Practice	• There needs to be greater cooperation between educational institutions and public relations practice.

(3-5 – **be brief in the summary)**	• Public relations practitioners need to be more involved in higher education (delivery, advisory panels, work placements). • There needs to be an equal ration between theory and practice.
Key citations from the article	"Further analysis has shown that female professors and male employers allot greater importance to theory, while professors and women employers allot greater importance to practice" (p.1004).

Reference

Lambert, C. A. (2017). Post-racial public relations on primetime television: How Scandal represents Olivia Pope. *Public Relations Review* 43(4), 750-754.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Scandal follows the fast-paced fictional world of Olivia Pope, an attorney, crisis management expert, and former White House communications director who owns and manages her own public relations agency. As the first U.S. network television drama with an African American woman in the lead role since 1965, Scandal represents a step forward for televisual portrayals of African- American women. Nevertheless, this program recirculates common constructions of race and gender. I use a cultural studies framework to interrogate representations in the post-racial world Olivia Pope navigates, through the lens of intersectionality (Crenshaw, 1989). Findings reveal that the representational reality of Scandal is decidedly different from the lived reality of public relations professionals.
Keywords (5-7)	• Public relations • Media representations • Intersectionality • Television • Popular culture • Postracial
Key Highlights **(3-5 – be brief in the summary)**	• The article addresses the under-researched topic of televisual portrayals of African-American women and emphasises that the program recirculates common constructions of Blackness. • It examines, in particular, the problematic ways that race is represented and misrepresented in the post-racial world through the lens of intersectionality.
Theory Used (indicate if none)	**Theory Name:** Intersectionality theory **Brief Theory Summary** • Explanation of the conflicting dynamics of race and gender (racism and sexism). • The ways in which race and gender interact to shape the multiple-dimensionality of Black women's experiences • Society categorizes race and gender as mutually exclusive, inadequately addressing their intersecting identities; intersectionality foregrounds the standpoints of women of colour by treating race and gender as a multidimensional phenomenon. • Representational intersectionality is the cultural construction of women of colour whereby the media ignore their intersectional interests, reproducing racial and gender hierarchies.
Application of Article to Practice (3-5 – **be brief in the summary**)	• The article relevels that representational reality of Scandal is markedly different from the lived reality of public relations professionals, which further enhances limited social understanding – and occasionally problematic misunderstanding – of public relations. • Public relations skills and leadership capabilities that are essential to performing well in public relations are obscured from the show. These flawed and erroneous representations represent a challenge for public

	relations practice in terms of societal and self-understanding. Public relations should get more active and involved in co-shaping media and cultural presentations of the occupation.
Key citations from the article	"An African American female boss is a relatively new phenomenon in U.S. network television. /…/ Representations of marginalized individuals often fall back on common cultural constructions (Dubrofsky, 2013; Mastro & Greenberg, 2000; Punyanunt-Carter, 2008). Stereotypes distinctive to Black women include the superwoman who ably juggles multiple professional and personal responsibilities as a high achieving, selfless, go-to person (Wallace, 1978), the hypersexual *Jezebel* Black woman, defined by her sexual prowess, and the mammy who maintains rigid social decorum, is asexual, and remains loyal to her [White] employers (Collins, 1999, 2000)" (p.751). "This analysis indicates that women characters of color should not be presented in isolation from their intersecting racial and gender identities" (p.753)

Reference

Martinelli, D., & Erzikova, E. (2017). Public relations leadership development cycle: A cross-cultural perspective. *Public Relations Review* 43(5), 1062-1072.

Required Element	AB Entry
Country	Five countries: Brazil, China, India, Russia and the U.S.
Author-provided abstract (indicate if none)	This exploratory research study is the first known attempt to understand the process and various stages of leadership development in public relations specialists. Using purposive in-depth interviews with PR practitioners and students from five countries (Brazil, China, India, Russia and the U.S.), this study gathered qualitative data about the seven public relations leadership dimensions (Berger & Meng, 2014) to glean insights as to when these dimensions appear/are learned and how they are manifested. This study indicates that having strong technical skills (the communication knowledge and expertise dimension) is viewed as the main prerequisite to develop into a PR leader. Other personal leadership dimensions found to be learned early in life and developed more fully over time include: self-dynamics (first learned through family/peer interactions and through those of school/organizations/groups), ethical orientation (first learned from family/religious values), team collaboration (first learned through family, sports, church and school projects), relationship-building (first learned through interactions with peers, teachers, family members, coaches). Strategic decision making capabilities seem to develop later in one's professional growth, after one has both technical skill and professional experience upon which to draw.
Keywords (5-7)	• Leadership • Mentorship • Leadership development • Leadership training • Education • Public relations leadership dimensions
Key Highlights (3-5 – be brief in the summary)	• This article only mentions gender when talking about the sample demographics of interviews and briefly mentions gendered dimensions of leadership on pp. 1068-1070 (all included in key quotes). • This study is the first known attempt to understand the process and various stages of leadership development in public relations specialists. • The results of the study contribute to a better understanding of leadership characteristics and what leadership behaviours emerge at what age/phase of development of public relations professionals. • The study sought to further explore and extend the integrated model of public relations leadership used in Berger and Meng's (2014) international survey by seeking in-depth qualitative data related to when and how the model's leadership dimensions are learned and manifested, and whether the patterns of leadership development appear to be similar or different across cultures. • Emphasises the relevance of cultural differences and their role in designing PR leadership development and education.
Theory Used (indicate if none)	**Theory Name:** Theory of leadership development, Integrated PR leadership model, Leadership identity development model

	Brief Theory Summary • Theory of leadership development • Explanation not provided • The integrated PR leadership model • Examines the specific dimensions that shape public relations leaders' development across their lifespans. • The model comprises six interrelated personal dimensions and one structural/cultural dimension (see Fig. 1, p.1064). The personal dimensions are: self-dynamics (i.e. self-insights and vision), team collaboration capabilities, ethical orientation, relationship-building skills, strategic decision-making capability, and communication knowledge management (i.e. expertise). A seventh dimension, organizational structure and culture, influences the environment for, and practice of, leadership. • The leadership identity development model • Describes a continuum of leadership development over time: from childhood, when people are dependent on other leaders; to high school and beyond, when people evolve to become independent leaders; and then to the highest leadership stage, when they become interdependent leaders who recognize that leadership comes from multiple levels within an organization and not just from authorities/bosses. •
Application of Article to Practice (3-5 – **be brief in the summary)**	• A better understanding of leadership characteristics and what leadership behaviours emerge at what age/phase of development of public relations professionals. • This study indicates that having strong technical skills (i.e. communication knowledge management dimension) as well as communication knowledge and expertise (including its associated soft skills) are critical leadership dimensions. These seem to be the first step for receiving PR leadership opportunities or the first step on the "ladder" toward professional PR leadership. One likely will not be given leadership opportunities if one's work and emotional intelligence are not already strong. • Relevant PR leadership skills development begins in early childhood and adolescence (e.g. self-dynamics, ethical orientation, team collaboration, relationship building), but strategic decision-making capabilities seem to develop later in one's professional development after one has both technical skill and professional experience upon which to draw. • Strategic decision making stood out as the most significant leadership condition in various situations and geographic locations. • The study proposes an adapted integrated model of leadership in public relations, e.g. evolution of PR leadership, that includes mentorship as an ongoing, intervening variable, and that examines the "rungs" of PR leadership needed to evolve to the highest level/most effective PR leader. Proficient communication knowledge management as being the foundation upon which future PR leaders are given opportunities to grow, while strategic decision-making capabilities seem to be based on experience over time and proficiencies with the other PR leadership dimensions, e.g. self-dynamics, collaboration, ethics, and relationship building, as well as an understanding of the organizational structure and culture.
Key citations from the article	"The aforementioned global study of leadership in public relations (Berger & Meng, 2014) revealed that participants learned more about excellent leadership from role models and/or mentors on the job than from university education or management development programs. Further, professionals with more than 20 years of experience rated the power of role models

	significantly higher than did less experienced professionals, especially in the United States, China and India (Erzikova & Petersone, 2014)" (p.1064). "Across the five represented countries, the professionals interviewed believed they began learning leadership skills at an early age: most were in elementary school and began learning to be a leader as a result of family necessity (e.g. being the eldest child) or through sports teams or in their classrooms" (p.1066) "Russian and Brazilian practitioners both mentioned perfectionism as an expectation in the workplace; however, the former saw it as a positive motivator, while the latter saw it as unreasonable and rigid. All three female U.S. practitioners discussed gender as playing a role in leadership development, noting that women need support from and mentorship from other successful women; however, no other practitioners mentioned gender as a potential workplace leadership hurdle. Two female Indian students did note, however, that their families were not wholly supportive of their professional goals because of a different generational viewpoint regarding women's work roles" (p.1068)

Reference

Tench, R., & Topić, M. (2017). One Step Forward, Two Steps Back? An Analysis of Public Relations Practitioners' Views on the Position of Women in the PR Industry (2009-2015). *Current Politics and Economics of Europe* 28(1), 83-105.

Required Element	AB Entry
Country	Europe
Author-provided abstract (indicate if none)	It has been well established that Public Relations is a gendered industry, and nevertheless the one in which women earn less and face glass ceiling. Recently, researchers also reported on problems with networking and mentoring. Many of these findings have been reported in annual European Communications Monitor (ECM), the largest European research project focusing on trends in Public Relations through self- assessment of PR practitioners. In this particular paper, using the approach of liberal feminism while embracing the view of radical feminism of patriarchy, we looked at results from the ECM in the period between 2009 (when the gender came to the agenda for the first time in this research) and 2015 in an attempt to discuss how far have feminism got in achieving equality of women with men, at least when findings from the European Communications survey are in stake. The results show that inequality still exists not only in traditional areas of inequality such as the wage gap and the glass ceiling, but also in other areas such as job security and mentoring. Nevertheless, it seems that inequality transforms when one issue gets tackled and new issues continue to arise, with which it can be said that the social structure is still based on inequality between genders and that while issues can be tackled, the whole problem of equality feels like one step forward and two steps back. The conclusion of the paper is that feminists need to work with men to tackle patriarchy and with that also inequality of genders, including in Public Relations.
Keywords (5-7)	• Liberal feminism • radical feminism • Public Relations • Inequality • Women • glass ceiling • wage gap
Key Highlights **(3-5 – be brief in the summary)**	• Provides deeper knowledge on inequalities between male and female practitioners in public relations, positive and negative changes and progress of feminism in the public relations industry based on ECM survey data. • Inequality transforms and changes its face over time, but persistently remains present; not only is it the wage gap and glass ceiling that present the problem in terms of equality between men and women (as traditionally demonstrated by feminist research), but that inequality is taking new forms, particularly in terms of career opportunities, jobs security and mentoring. • Providing useful findings for PR scholars studying power in PR to build a model of more distributive power among male and female PR practitioners. • Tackles sexism, lack of equality and calls for collaboration with men to tackle inequality of both men and women.

	• Presents a valuable addition to the existing knowledge as it goes into more depth of inequalities within the PR industry. • Falls within mainstream feminist agenda within public relations that has been critiqued for failing to tackle the notion of power and power distribution. • Not challenging the social order and ideological underpinning of public relations.
Theory Used (indicate if none)	**Theory Name:** Liberal feminism, radical feminism **Brief Theory Summary** Liberal feminism: • Argues that the gender system should be minimised and that there are unequal distributions of gender roles. This then leads to activism to change the existing social structures to ensure gender equality. • Central premise: women should be seen as rational individual human beings in the same way as men, there is a need for reform of the distribution of power between men and women by distributing roles, women have been discriminated throughout history and the social change must come within existing social structures. Radical feminism: • Centres majority of its discussions on patriarchy as continuous oppression against women from the side of men, and they see the need to replace the current social system because it requires a change rather than transformation or reforms. • Challenging patriarchy as a set of social rules according to which older males dominate younger males, while men generally dominate over women, and this is often visible in differences in upbringing that often cements expected roles between men and women. • Radical and liberal feminism both criticised for promoting "sisterhood" of women without taking into account diversity among women and their distinctive problems and needs.
Application of Article to Practice (3-5 **– be brief in the summary)**	• Reveals and offers insight into pertinent and newly emerging gender inequalities in public relations in Europe. • Suggest ways of resolving inequality issues through a liberal feminist perspective, while also encouraging practitioners to tackle patriarchy and embrace some arguments of radical feminism. • Encourages collaboration of men and women to tackle inequalities both genders are facing in the profession.
Key citations from the article	"It has been well established that Public Relations is a gendered industry, evidenced by the number of women working in the industry which has grown considerably in the past decades (Fitch, 2016a; CIPR State of the Profession Report, 2015; Verhoeven & Aarts, 2010; Fitch & Third, 2010; Daymon & Demetrious, 2010; Wyatt, 2013; Aldoory & Toth, 2002). However, even though Public Relations is a predominantly female industry, women face obstacles in achieving equality with their male colleagues" (p.84). "…practitioners report inequality in salaries among male and female professionals, as well as career progress and leadership appointments. While progress in certain areas has been made inequality has not been fully resolved, and it seems that the inequality is spilling over to new areas. In other words, while inequality in salaries remains an issue throughout the

	years of conducting ECM research, new issues emerge and demonstrate a continuation of the inequality" (p.93) "…it is quite clear that women only dominate in lower starting positions, while men dominate on the highest position (Table 3), which brings the question whether we can indeed talk about very strong patriarchal system in Europe since women only work for men, but face difficulties in progressing to become managers and executives. The results also revealed that once women do manage to progress to higher positions they then earn less again (Table 4), which presents a continued inequality. In other words, once women managed to clear one inequality they faced another, i.e. once women managed to get into position after facing inequality for longer periods then they have to fight for the same pay" (p.93) "…inequality of women with men in Public Relations has another face, and that is mentoring. /…/ the results showed that women not only mentor other colleagues less than men, but have also not been mentored themselves, which certainly can bring barriers in career progress and future mentorship appointments" (p.99) "…practitioners report several issues when it comes to gender equality, e.g. the wage gap, job security, mentoring opportunities, and influence in departments. Of all these inequalities, the most persistent one is the wage gap that does not seem to show any signs of disappearing even if the difference in pay has decreased. However, by analysing all responses and results from ECM we can also see a negative trend in gender equality in the PR industry as it seems that as one issue is resolved or close to being resolved, a new issue arises. Therefore, it becomes necessary to ask whether we are moving forward or are we continuing to take regressive steps backwards? How far has feminism got, at least when the PR industry is in stake?" (p.100)

Reference

Guarinos, V.; Caro, F. J., & Durán, S. C. (2018). Las igualdad de género en los estudios de grado en Comunicación: la transversalidad imaginaria. *Revista Prisma Social* (22), 296-325.

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	There are many research that is emerging on the gender-university relationship: from glass ceilings to statistics of academic performance, including representation in research and teaching of women, depending on the areas of knowledge such as velvet ghettos or networks of women researchers, the generation of equality units in rectorships or faculties... And despite all this, it is true that the inequality terms continue to be many in the university field, as evidenced by the most recent research, which shows that The New Public Management that is being implemented in multiple European countries in the university, transversality and diversity jointly shape equality policies in universities, but are supported by quantitative success metrics, which rarely find an analysis in depth of the qualitative and the exercise of egalitarian practice. One of these exercises is to fulfil the presence of transversality in the subjects of the syllabuses. This research has worked on the teaching programs of the degrees in Audiovisual Communication, Advertising and Journalism, as a case study, of the Andalusian public universities, looking for the reflection in them of gender mainstreaming demanded by the regulatory norms arising from the adaptation of the Spanish university system to the European Higher Education Area (EEES). The corpus, of 360 programs, has been treated with the qualitative data analysis tool ATLAS.ti.
Keywords **(5-7)**	• Gender competences • European Higher Education Area (EEES) • Andalusian public university • Audiovisual communication • Journalism • Advertising • Undergraduate studies
Key Highlights **(3-5– be brief in the summary)**	• 64% of the teaching programs that do not make any reference to the gender approach. • Only 9.5% of the teaching programs that include content related to the gender perspective. • The teachers include the gender perspective in their class, but they do not explain it in teaching programs. • Gender issues are included, including bibliographic references, but not in teaching programs.
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** • Content analysis of 359 advertising teaching projects and Public Relations (129), Journalism (94) and Audiovisual Communication (136). • «Automatic coding» with ATLAS.ti

	• «Consultations with coding» of NVivo
Application of Article to Practice (3-5 – **be brief in the summary)**	• The gender perspective is not included in the teaching programs of communications studies. • The gender training that teachers teach is informal, through the bibliography or in the content of their classes. • Equality units in universities can change the tendency to the invisibility of the gender issue. • Embryonic model to classify different teaching approaches in gender issues.
Key citations from the article	"La formación de futuros/as profesionales, investigadores/as, e incluso docentes, merece la inclusión en los proyectos docentes de una transversalidad docente universitaria no imaginaria ni legal, incluida en las agendas de estas unidades de igualdad en la universidad española" (p. 322). Embryonic model to classify the different teaching approaches in gender issues from the formal and legal aspect" (p. 321).

Reference

Kirat, M. (2018). The World of Women Public Relations Practitioners in Qatar. *International Journal of Business and Social Science* 9(9), 81-94.

Required Element	AB Entry
Country	QATAR
Author-provided abstract (indicate if none)	This study presents a portrait of the female PR practitioner in Qatar drawn from a questionnaire administered to 156 practitioners from both government and private sector. Public relations in Qatar has emerged over the last three decades to become a well-established profession with international public relations firms, PR programs and majors in the department of Mass Communication at Qatar University and Northwestern University. The study investigates the backgrounds, professional orientations and working conditions of the female PR practitioners in Qatar, as well as their age, nationalities, professional values, PR and public opinion, PR functions and roles, PR ethics, concepts, working conditions and job satisfaction, PR and information technology. The study suggests that 94% of the female PR practitioners are nationals, 92% of them are married and hold a bachelor degree with one third of them majoring in public relations. In terms of professional values, the majority of the practitioners did not mention the strategic roles of PR such as research, strategic planning, managerial roles and decision-making support. Findings show that more than two thirds of the surveyed practitioners objected to the use of unethical methods to reach the goals of the organization. Practitioners in this study have also a strong belief that public relations play a major role in building a good corporate image for the organization and good relations with its publics. Women PR practitioners admit that public relations in Qatar focus on publicity and media liaising (Grunig Press a gentry and general Information models) and do not use research and lacks qualified professionals.
Keywords **(5-7)**	• Women PR practitioners • professional orientations • working conditions • job satisfaction • social media use
Key Highlights **(3-5 – be brief in the summary)**	• 92% of female PR practitioners in Qatar are locals, and • More than 70% of PR practitioners majored in journalism or mass communication • High job satisfaction is observed, but also awareness of criticism of the profession and the lack of managerial jobs • The practice is influenced by more experienced peers and also by religion. • Majority of practitioners object to unethical work practice
Theory Used **(indicate if none)**	**Theory Name:** / **Brief Theory Summary** /

Application of Article to Practice **(3-5 – be brief in the summary)**	/
Key citations from the article	/

Reference

CIPR (2018). *Women in Construction PR: 2018 Snapshot.* Retrieved from: https://www.cipr.co.uk/sites/default/files/CAPSIG%20Women%20in%20Construction%20PR%20Report.pdf

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	Perceptions of industry culture Perceptions of the culture within the construction / property PR sector are somewhat negative. Most women (76%) felt there is a macho culture within the construction / property PR industry. Less than half (38%) believe the construction / property industry is an attractive place for women to work, and just 14% believe men and women are treated equally. The overall consensus is the industry is old-fashioned, traditional and slow to adapt, but the sector is definitely changing for the better. Career progression On the positive side, most women said it has not been difficult to progress their career in construction / property PR. For the minority that felt it has been difficult to progress their careers, the biggest barriers to development were felt to be a lack of opportunities to advance their careers and a lack of company investment in PR and marketing. Most women (89%) agree there are a wide range of interesting projects to work on in the sector. Gender issues Respondents felt there are some gender issues in construction / property PR. A large proportion (61%) reported experiencing unconscious bias, i.e. attitudes and stereotypes that influence judgement, decision-making and behaviour in ways that are outside of conscious awareness and/or control. Nearly half (48%) agreed that it is easier for men than women to progress their careers in construction / property PR. This should be put into context with the results above, where most women said it has not been difficult to progress their careers. Despite feeling it is easier for men than women to progress their careers, over half of the respondents (53%) said they do not feel they have had to adapt their personality to get by in their sector.
Keywords (5-7)	• Women • Gender • Construction • Public Relations • Cultural perceptions • Mentoring
Key Highlights **(3-5– be brief in the summary)**	• Women perceive the construction industry as a negative environment, reporting unconscious bias that limits women's opportunities for career progression in the sector • Women believe that training sector leaders would improve inclusivity in the sector • Despite these perceptions, the majority of women working in the industry do not believe their career progression has been limited or slowed when working in the industry. • The majority of women working in the industry report that while unconscious bias exists, there are good career opportunities for women in the industry.
Theory Used (indicate if none)	**Theory Name:** None: this is a descriptive industry report

	Brief Theory Summary n/a
Application of Article to Practice (3-5 – be brief in the summary)	• For the most part, there's a reputational problem for the industry rather than a material problem to solve. The industry must more effectively communicate about equal opportunities for men and women in PR. • Where there are problems, these data suggest that both internally and externally, addressing that construction is a 'place for women' would address many of the attitudes existing about the industry. This would confront the unconscious bias that exists. • There were five recommendations made to accommodate women in construction PR and marketing: o Improve flexible working o Develop, promote women's staff network groups o Improve the sector's image o Develop a mentoring scheme for women • Provide a service to help address emergent challenges
Key citations from the article	/

Reference

Moreno, A.; Fuentes, C., & Khalil, N. (2018). *El estado de la comunicación en España.* Madrid: Dircom.

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Communication • Communication departments • Communication agencies • Excellence of the communication function • Managerial responsibilities of departments
Key Highlights **(3-5 – be brief in the summary)**	• 66.8% of professionals of communication receives a salary of fewer than 60,000 euros per year. • Only 11.1% of the departments surveyed receive the rating of excellent. • 56.1% of corporate communication professionals are women • More than 83% of professionals consider that communication has been important, and among them, 46.8% have valued the role of communication as very important.
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** • Online survey with 37 questions in five blocks • 387 valid completed surveys • Univariate analysis (frequency distribution), bivariate (contingency and correlation tables) and multivariate analysis (correspondences). • Statistical coefficients such as the Chi-square, the Pearson correlation and the Kendall T. Significant statistical results are considered when $p \leq 0.005$.
Application of Article to Practice (3-5 – **be brief in the summary)**	• The situation of communication in Spain • The feminization of the profession • Growth of the role of communication in society • The growing trend of human resources in communication management.
Key citations from the article	"Por orden de importancia: 1) Usar el big data y algoritmos para la comunicación. 2) Conectar las estrategias de la organización y la comunicación. 3) Crear y gestionar contenidos de calidad que resulten atractivos para los públicos de la organización" (p.28). "The majority considers that their CEOs and internal stakeholders value positively the role played by the Communication Department, but this positive assessment is even greater among external stakeholders" (p. 28).

Reference

CIPR (2018a). *The State of the Profession Report.* Retrieved from: https://www.slideshare.net/CIPRPaul/cipr-state-of-the-profession-2018

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	None (a report)
Keywords (5-7)	• Public relations • PR practice • UK • Skills • Diversity • Gender Pay • CIPR
Key Highlights **(3-5 – be brief in the summary)**	• As a sector, public relations is growing in the UK and also becoming viewed as having increased strategic value for organisations. • The biggest threat to PR is the diversity gap within the UK field of practice. • Women remain over-represented in the field of PR, but there are still limitations amongst the older generation of workers in achieving parity in career progression and compensation. • Mental health issues significantly affect PR practitioners with 1 in 6 reporting mental health conditions – doubling from the 2016/2017 report.
Theory Used (indicate if none)	**Theory Name:** No theory: descriptive sector study **Brief Theory Summary** n/a
Application of Article to Practice (3-5 **– be brief in the summary)**	• Provides a strong overview of the field of public relations and issues of institutionalisation and diversity that are relevant to the field. • Identifies some key issues to explore further within the field in order to develop a research agenda and set of data-based recommendations for moving forward with the field
Key citations from the article	/

Reference

Moreno, A.; Fuentes, C., & Khalil, N. (2018a). *Gendercoms. Brechas y oportunidades de género en la profesión de Gestión de la Comunicación en España.* Madrid: Asociación de Directivos de Comunicación.

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Gender • Communication • Glass ceiling • Wage Gap • Feminization of the profession • Personal and work life compatible
Key Highlights **(3-5 – be brief in the summary)**	• Seven out of ten men working in communication are Head of communication. • The wage gap continues, especially in the top management positions. • The work-life conflict affects mainly professional women with dependents under their care. • Professional women with dependent family members have higher levels of job dissatisfaction and stress.
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** • Online survey based on two samples. The first the ECM only with the cases of Spain and the second the ECE. • Analysis: frequency distribution, contingency tables, factor analysis and segmentation trees with SPSS.
Application of Article to Practice **(3-5 – be brief in the summary)**	• Analysis of gender inequalities in the communication management profession. • Difficulty in combining family and work life for women • The influence of personal factors in the professional development of women.
Key citations from the article	"Aunque hay mayoría de mujeres en la profesión sigue existiendo el techo de cristal y la brecha salarial" (p. 100). "There are factors of gender discrimination in private life that influence the professional development of professional women" (p. 100).

Reference

Rakow, L. F.; Nastasia, D. I. (2018). On Dorothy E. Smith Public Relations and Feminist theory at the crossroads. In - Ihlen , Ø., & Fredriksson, M. *Public Relations and Social Theory: Key Figures, Concepts and Developments* (pp.354-373). New York: Routledge.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• public relations • gender • feminist theory • Dorothy E. Smith • Research • Glass Ceiling
Key Highlights **(3-5 – be brief in the summary)**	• The need of developing a feminist theory for public relations rather than of public relations. • Inequality between men and women in the field of public relations • Feminist public relations theory may be arriving at a crossroads, leading to theory intended to benefit women and others outside of the field, not only those within it. • Sociologist Dorothy E. Smith problematized the features of the social, critical awareness about the production of knowledge arising from "circles of men", speaking the "fathertongue".
Theory Used **(indicate if none)**	**Theory Name:** Feminist Theory. Dorothy E. Smith's sociological theory Marxism Chicago School pragmatism **Brief Theory Summary** • Smith's sociological and feminist concepts can alter that standpoint to produce a theory for rather than of people • The chapter includes a section to Criticism of Smith's work • Authors focus on public relation int the lives of women rather than the lives of women in public relations
Application of Article to Practice **(3-5 – be brief in the summary)**	• This is a useful chapter for researchers who approach the field of public relations from a feminist perspective.
Key citations from the article	"Genderes identities [are] hegemonically promoted and essentialized trough discourse and textual products and materialities" (Daymon and Demetrious, 2010, p. 6).

	"Smith pointed out how "objective knowledge cancels the subjectivity of the knowledge" (Campbell, 2003, p. 8). "Smith argued for the recognition that knowledge is socially organized and the source of oppressive relations, requiring the remedy of a sociology that begins with women's standpoint and "shifts the ground of knowing, the place where inquiry begins" (Smith, 1992, p. 91).

Reference

Alemán, I. I.; Lazo, C. M., & del Olmo, F. J. R. (2018). La influencia del género en el management de la comunicación corporativa: Estudio de caso en Aragón (España). *Prisma Social: revista de investigación social* 20, 273-286.

Required Element	AB Entry
Country	Spain
Author-provided abstract (indicate if none)	We analyze the changes in the management of corporate communication due to the influence of new technologies, using as a case study the market of advertising agencies in the Autonomous Community of Aragon (Spain). In order to determine if the gender of those in management positions of the advertisers influences the way of managing the new business environment, a descriptive analysis was carried out using the focus group as a research technique. As a study variable, gender was selected, so two different sessions were held, one with men and the other with women, in order to analyse the characteristics of the advertiser vs. agency relationship. The main conclusion we reached in this research is that there is a different interest for men and women in relation to the different parameters of analysis. While men paid more attention to external competitiveness and the need to react quickly and forcefully to changes, women were more concerned about the disappearance of interdepartmental borders and the way marketing decisions are made.
Keywords **(5-7)**	• Management • Corporate communication • Advertising agencies • Marketing • Gender • Aragon
Key Highlights **(3-5 – be brief in the summary)**	• There is a different interest for men and women in relation to the different parameters of analysis. • Men paid more attention to external competitiveness and the need to react quickly and forcefully to changes. • Women were more concerned about the disappearance of interdepartmental borders and the way marketing decisions are made. • Gender influences the management of corporate communication
Theory Used **(indicate if none)**	**Theory Name:** A mixed method study **Brief Theory Summary** • Quantitative exploration through surveys to both advertisers and agencies. • Qualitative phase through interviews in depth and the use of the focus group technique • "Con la finalidad de contrastar posibles diferencias en la opiniones y percepciones en función del género, se plantean dos sesiones de focus group. El muestreo se efectuó por conveniencia convocando personas que, en la mayor parte de los casos, no se conocían entre sí. Se seleccionaron hombres y mujeres de diversos perfiles a fin de

	procurar la mayor cantidad de matices en la conversación de cada grupo" (p. 277).
Application of Article to Practice (3-5 – **be brief in the summary)**	• The influence of gender in the management of corporate communication. • The difference by gender on type of company, creativity and reputation.
Key citations from the article	"Las mujeres buscan patrones más eficientes de comunicación entre agencia y anunciante, mientras que los hombres se guían por un sistema de trabajo reactivo, llegando a decisiones en función de los resultados anteriores" (p. 284). "Women prefer small companies where they can develop creativity and opt for technology, as a means to reduce the diffusion of advertising content" (p. 284).

Reference

Lee, H.; Place, K. R., & Smith, B. G. (2018). Revisiting gendered assumptions of practitioner power: An exploratory study examining the role of social media expertise. *Public Relations Review* 44(2), 191-200.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	The purpose of this exploratory study was to expand upon previous literatures in public relations power, and fill the need for more scholarship regarding practitioners' perceptions of social media work, power, and gender. Findings from a survey of PRSA members showed that there is a gendered difference in power perception between males and females regardless of their PR roles or level of experience, but social media expertise was perceived equally between both genders. We argue that while social media expertise may serve to reduce a gendered power divide in public relations, continued critical exploration of social media and gender inequality is necessary.
Keywords (5-7)	• Social media • Public relations • Power • Gender • Roles theory
Key Highlights **(3-5 – be brief in the summary)**	• Perceptions exist that despite similar work roles, male practitioners are believed to have more organisational power than their female counterparts. • Having strong social media skills is believed to empower women or level the playing field between men and women in public relations practice. • Social media has the potential to shift the traditional gendered assumptions about technical and managerial roles in the field because it's a technical role that is also vital to the organisation's success.
Theory Used (indicate if none)	**Theory Name:** Roles Theory **Brief Theory Summary** • Explores how professional roles affect the way practitioners communicate, delegate responsibilities, and are perceived to demonstrate power in their organisational settings. • Technical roles like writing and message development are disassociated with influence and power whereas managerial roles like research and formulating strategic recommendations are associated with influence and power. • Argue that gendered assumptions about which roles are suitable to men and women affect self-selection within the industry.
Application of Article to Practice (3-5 – **be brief in the summary)**	• The delineation in technical and managerial skills suggests areas for academics and practitioners to target for improving women's career progression and efficacy. • Encouraging more women to follow the research and strategic career paths seem likely to improve their career progression. • Social media practice may be a pathway towards career progression by targeting efficacy and connecting research and strategy with technical skills.

Key citations from the article	/

Reference

Place, K. R., & Vardeman-Winter, J. (2018). Where are the women? An examination of research on women and leadership in public relations. *Public Relations Review* 44(1), 165-173.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Despite evidence that there are no significant differences in leadership ability among women and men in public relations, women are still largely absent from leadership and senior management positions. Furthermore, very few studies about leadership in public relations have considered the affect gender has on leadership enactment and success. Therefore, this secondary analysis examined the state of women and gender scholarship about leadership in public relations as part of a larger study about the state of women in the communication discipline. Specifically, our research found that the majority of the research about leadership and gender highlights women's lackluster leadership presence, factors contributing to women's lack of presence, leadership styles and preferences, and leadership and management roles of women. This manuscript provides recommendations for improving women's presence in leadership roles, particularly in providing a roadmap for future research opportunities. These include considerations for methodological approaches, leadership approaches and roles research, types of leadership, cultural change, and education.
Keywords (5-7)	• Leadership • Public relations • Gender • Roles • Power
Key Highlights **(3-5– be brief in the summary)**	• The authors argue that women are underrepresented in positions of leadership in public relations and additional research is needed to address gender leadership disparities in the field. • Limiting research to focus on roles, traits, and preferences does not adequately address the limitations on career development in the field.
Theory Used (indicate if none)	**Theory Name:** None (literature review) **Brief Theory Summary** n/a
Application of Article to Practice (3-5 – be brief in the summary)	• Article suggests several actions: o Improving mentoring o Improving awareness of gender leadership disparities • Developing a progressive approach educating leaders
Key citations from the article	/

Reference

Reyes, C. (2018). Spokesperson is a four-letter word: Public relations and power in Occupy New York. *Public Relations Inquiry* 7(3), 243-259.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Adding to the growing literature considering public relations practitioners as activists, this qualitative, interpretative research article explores the controversial idea of acting as spokesperson for a so-called leaderless social movement, Occupy Wall Street (OWS). Through interviews with members of the erstwhile OWS Press Relations Working Group in New York, this article explores their negotiated dual roles as both activists and practitioners. Using critical cultural theory with its emphasis on power, context, and history, the group's media relations tactics are discussed with an emphasis on the role of spokesperson, revealing contested meanings about public relations work. The framework of the circuit of culture explains the constraints experienced by many of these activist practitioners as they navigated ideals of their movement that were often in conflict with their public relations practices. The study finds uneasy relationships with power in relation to internal and external communication. Specifically, the group disrupts the false binaries of managerial and critical cultural approaches to public relations, as well as agency and oppression through contextual power. Their work brokers a paradox – speaking to change the status quo through a media system arguably captured by the status quo, while using a tactic that was seen as equally problematic.
Keywords (5-7)	• Activism • Public relations • Social movements • Occupy movement
Key Highlights **(3-5 – be brief in the summary)**	• Reflection of the concept of a 'spokesperson' as distasteful to the Occupy working group. • Suggests that social movements that reject the dominant communication structures are unlikely to be effective because once they begin to successfully engage with the media, they become uncomfortable with the power that embodies and withdraws. • Movements that fail to represent a strong identity are likely to be represented by others.

Theory Used
 	
(indicate if none)
	Theory Name:
	
	Circuit of Culture
	
	Brief Theory Summary
	
	• Defines culture as a continuous process of meaning making
	• 5 cultural processes:
	  o Representation
	  o Identity
	  o Production
	  o Consumption
	• Regulation

Application of Article to Practice (3-5 – **be brief in the summary)**	• Social movements that fail to develop co-created and fair communications are still going to fail, despite their unity because they fail to represent themselves and their belief structures effectively. • Viewing PR as an enemy of social movements limits social movements ability to grow and sustain themselves.
Key citations from the article	/

Reference

Moreno, A.; Molleda, J. C.; Álvarez Nobell, A.; Herrera, M.; Athaydes, A., & Suárez, A. M. (2019). Latin American Communication Monitor 2018-2019. *Comunicación estratégica y sus retos: fake news, confianza, información para la toma de decisiones, liderazgo y compromiso laboral. Resultados de una encuesta en 19 países.* Bruselas & Madrid: EUPRERA/Dircom.

Required Element	AB Entry
Country	Latin America
Author-provided abstract (indicate if none)	none
Keywords **(5-7)**	• Communication • Latin American • Fake news • Leadership • Work commitment • Decision-making
Key Highlights **(3-5 – be brief in the summary)**	• There is a positive correlation for professionals with higher salaries who belong to international associations in the field of communication. • Almost all the people in excellent departments (91,0%) are satisfied with their work in contrast to 64,4% of those who work in other departments. • Professionals with higher positions show a greater concern to face the digital evolution and the social web and the need to address more audiences and channels with limited resources.
Theory Used **(indicate if none)**	**Theory Name:** none **Brief Theory Summary** • Sample of 1.165 communication professionals from 18 countries in Latin America. • Analysis of frequencies, cluster, correlations, contingency tables. • Coefficients: Chi2, correlation of Pearson, ANOVA / Scheffe Post-hoc, independence test of the T of Kendall and the Kendall correlation test. The statistical indicators (V from Cramér, F, r, Tau).
Application of Article to Practice (3-5 – **be brief in the summary)**	• Analysis of communication management in Latin America • Wage gap between men and women • Level of knowledge of communication professionals on fake news, leadership, work commitment and decision making.
Key citations from the article	"Existe una fuerte correlación entre satisfacción laboral y predisposición a abandonar la práctica de la comunicación. Los profesionales que quieren dejar la comunicación y cambiar de organización son los que muestran una satisfacción laboral más baja" (p. 86). Labor commitment can be influenced by leaders and is key when it comes to firmly linking all other aspects. Communication professionals actively disconnected and those who are not committed have lower scores in the four dimensions of the "leadership report card" than professionals who are committed" (p. 100).

Reference

Dubrowski, M.; McCorkindale, & Rickert, R. (2019). *Mind the gap: Women's leadership in public relations.* Retrieved from: https://instituteforpr.org/wp-content/uploads/IPR.KPMG-WIL-Study-FINAL041219-compressed.pdf

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	none
Keywords (5-7)	• Women • public relations • leadership
Key Highlights **(3-5 – be brief in the summary)**	• Mentorships and sponsorships are important contributors to success • Barriers still exist • What makes a good leader? it's not the gender, it's the individual • HR policies are an opportunity for progress • Work-life integration is challenging • It's well documented that men hold the vast majority of CEO positions in the top PR agencies, with some estimates topping nearly 80 per cent. In an industry that is predominantly women, this makes the gap between men and women especially pronounced • Studies point to several factors impacting women's rise to the C-suite, including work-life considerations and practices, reduced likelihood to receive milestone promotions or pay increases, and unconscious biases. • Most of the current research available doesn't address issues specific to the public relations and communications profession • Authors want to address how better and quicker progress that empowers and moves more women into leadership positions can be achieved - how companies and the industry can support women to achieve coveted senior positions and identifying practical actions that mid-level women can take to navigate their careers. • The study offers an analysis of the perception of women in leadership in public relations and offers a base for part two of the study that entails a follow-up survey to offer a closer look at the public relations industry. • Ten focus groups (60 participants) were conducted of the following groups independently led by same-sex moderators: senior-level women, mid-level women, senior-level men, and mid-level men - the results are not statistically representative of the general public relations industry and participants may feel less comfortable disclosing about a topic in a group setting rather than an individual setting. • The intersectionality of experiences—various qualities such as race, sexual orientation, and age—do not, and cannot, exist separately, but instead are woven together.
Theory Used (indicate if none)	**Theory Name:** none **Brief Theory Summary** n/a

Application of Article to Practice (3-5 – **be brief in the summary)**	• Gender equality is not just a cause for women, but for men, too - both men and women cited the importance of joining together to increase equality and inclusiveness in their organizations and the industry, both women and men agreed that change needs to happen, and happen now; open discussions with men and women at all levels about diversity and inclusion in the workplace is essential to progress. • Both men and women felt that gender pay disparity in the industry is improving, but must be addressed systematically • Leaders must prioritize action and set an example for their teams. Change starts at the top—C-suites need to ensure their boards, teams, and practices reflect the diversity they seek to embed throughout the organization • Seek out sponsors and peer networks to help support you and your career goals. Engage in professional development activities, understand the business, and evolve skills and abilities that will help advance your career. Institute a cycle of mentorship/sponsorship. Help mentor or sponsor others to help them grow in their careers. • Review policies and make an organizational change - unconscious bias classes are beneficial, but there needs to be ongoing programming rather than one-off training: Work on professional development plans with employees.
Key citations from the article	"…sexism still persists; there is a double-bind about women's characteristics and leadership styles. (Women and men said that perceptions sometimes differ when a male versus a female leader is assertive; the behavior is more likely to be viewed as confrontational rather than decisive when exhibited by a female leader.) Men and women disagree about the extent of the gendered experiences at work - almost no male respondents said they had personally experienced discrimination in the workplace, while nearly all women said they had. Many men said they didn't think there were systematic barriers to a woman's rise to leadership positions; most women disagreed, frequently citing challenges such as work-life fit, sexism, and unconscious biases. Respondents said that there is pressure to hire more women and diverse candidates into senior roles, but it's critical to hire the right person for the job, regardless of their diverse background. Male respondents said females were favored to serve on corporate boards, rather than male CCOs.You have to battle stereotypes that are out there to overcome what the world may think, the pressures that are out there. I've worked for some men that are extremely nurturing, supportive, great listeners. And I've worked for women that are the complete opposite of that. So good leaders are great leaders. Bad leaders are bad leaders. But we have these stereotypes that we need to support and overcome. - Senior-level female" (p. 7).

Reference

Gesualdi, M. (2019). Revisiting the relationship between public relations and marketing: Encroachment and social media. *Public Relations Review* 45 (2), 372-382.

Required Element	AB Entry
Country	USA
Author-provided abstract (indicate if none)	Although public relations and marketing trade presses regularly discuss the conflict between the functions (e.g., Ecker, 2013; Havartin, 2013), academic researchers focused on the issue primarily in the 1980s and 1990s. The drop in public relations and marketing encroachment research does not parallel a drop in encroachment in practice, especially in light of today's social media environment. In fact, historic tension between public relations and marketing intensified with the incorporation of social media into communication efforts. This paper updates the study of encroachment by reviewing the historical views of the topic, proposes ways that social media use has intensified issues related to role encroachment between public relations and marketing professionals, and outlines questions to guide future study of these topics
Keywords **(5-7)**	• Public relations • Marketing • Encroachment • Social media • Literature review • Roles
Key Highlights **(3-5 – be brief in the summary)**	• Encroachment between PR and marketing has a gendered effect, e.g. the majority of the workforce in PR is female, however, due to stereotypes against women many managers historically got appointed to lead PR departments from other departments where there were more men available to lead. • Encroachment is particularly coming from the marketing side, where many marketing textbooks try to frame marketing as a relationship building activity, which has traditionally always been a PR domain
Theory Used **(indicate if none)**	**Theory Name:** Encroachment **Brief Theory Summary** • "In practice, public relations often conflicts with other communication functions, especially marketing. Similarities in work domain and the perception that communication functions within organizations are interchangeable contribute to this conflict (Lauzen, 1991). As a result, people from outside public relations routinely are put in charge of public relations functions or assume some public relations duties, a phenomenon referred to as encroachment (Dozier, 1988; Lauzen, 1991). Power issues and the overlap of goals between marketing and public relations functions can lead to encroachment (Lauzen, 1991)" (p. 372).
Application of Article to Practice	• Interesting debate on the professionalism of PR grasping under the surface and showing that gender had something to do with the demise of PR and encroachment • This research could be used to design strategies for professionalism of the PR industry.

(3-5 – be brief in the summary)	
Key citations from the article	"Early theories related to encroachment specify three main causes of different departments taking over public relations activities. The first factor focused on power relations within organizations including issues related to gender stereotypes and enactment of the public relations roles (Broom & Smith, 1979). The second causal factor focused on domain similarities between public relations and other functions. The third causal factor dealt with the overlapping goals between public relations and other functions within organizations. The following sections outline the theorized antecedents, causes and outcomes of encroachment from a public relations and marketing perspective" (p. 374). "The first power-related aspect of encroachment relates to feminization of the public relations field. Over time, public relations became a female-dominated profession. When encroachment theory was developed in the late 1980s, women made up 57% of the public relations work force, which was an increase of 16% from 10 years earlier (Dozier, 1988). Because women were stereotyped to be unfit for management roles (Dozier, 1988), they were not rising to top leadership positions within the public relations function. Instead, management candidates for public relations were being selected from outside the department where there were more leadership-appropriate men to choose. The tendency for organizations to pick other professionals to lead the public relations function was exacerbated by the idea that anyone can do public relations and the perception that no real formal training was needed to perform the function (Lauzen, 1991, p. 247). The idea that anyone can perform public relations work persists today, as exemplified in ongoing trade publications discussions (Havartin, 2013)" (p. 374). "Because of encroachment, the power balance within public relations functions then shifted toward the newly appointed leaders with little public relations background. The people selected to manage the public relations function became the experts, despite their lack of training in public relations. The power shift further negated any power the public relations professionals would exert within the organization (Lauzen, 1991, p. 247). The result of encroachment is that public relations has historically not been seen as a key executive activity and is often without a proverbial "seat at the table" of decision making within the organization. This lack of executive presence has practical consequences for resource allocation and personal job growth for people within public relations" (p. 374)

Reference

Yeomans, L. (2019). Is a 'new feminist visibility' emerging in the UK PR industry? Senior women's discourse and performativity within the neoliberal PR firm. *Public Relations Inquiry* 8(2) 127–147.

Required Element	AB Entry
Country	UK
Author-provided abstract (indicate if none)	Despite persistent gender inequalities, the public relations (PR) industry in the United Kingdom has historically reflected unease with feminism. However, indications of a 'new feminist visibility' raise significant questions. Do these feminist moves reflect a blossoming of feminist practice in the PR industry? Or rather, in an occupation that is strongly intertwined with neoliberalism and promotional culture, is the PR industry emblematic of a highly individualised 'neoliberal feminism' and a postfeminist sensibility in which 'multiple and contradictory ideas' coexist? Adopting Edley's discourse analysis framework, data drawn from interviews with seven senior female practitioners, supported by observational data, were critically explored in relation to the literature in gender sociology, cultural studies and feminist literature in PR. While the online presence of women's networks in PR provide evidence of a feminist visibility to address inequalities, the 'subject positions' and 'interpretative repertoires' in the data were characteristic of neoliberal feminist individualism that calls upon women to provide for their own needs and aspirations through 'self help' measures. Furthermore, while sex discrimination in the PR industry featured prominently within the discursive repertoires of some participants, inequalities in everyday agency practice were either left unchallenged in response to client expectations or tackled through individual actions. Contradictory repertoires, including the repudiation of sexism, were indicative of entrepreneurial discourse and a postfeminist sensibility. Senior PR women providing client services appear to have limited scope beyond individualised, performative strategies to challenge the structures that perpetuate inequalities in PR and bring about transformative change. Although findings are limited to a small-scale study, this article contributes a unique perspective of the intersections between neoliberalism, third wave feminism, postfeminism and performativity within the UK PR industry.
Keywords **(5-7)**	• Discourse • Neoliberalism • Performativity • Postfeminism • public relations agencies • women
Key Highlights **(3-5 – be brief in the summary)**	• new feminist visibility is perceptible in PR • previously women in PR denied sexism and gendered character of the profession • nowadays, however, women in PR network through specialist organisations such as Women in PR, and they are becoming more aware of inequalities due to the wider debate on the gender pay gap • however, the focus seems to be on networking and personal advancement rather than helping women in general to advance • "How do senior-level women in PR agencies, when discussing their career experiences and professional relationships, construct identities

	in relation to feminism and gender equality? Does the emerging feminist visibility in PR, discussed in relation to women's networking, signal potential for transformative change (Golombisky, 2015: 409)? Or, is PR characterised by an individualistic 'neoliberal feminism' (Rottenberg, 2014) and postfeminist identity (Edwards, 2018; Rodgers et al., 2016) which limits strategies for change?" (p. 137)
Theory Used **(indicate if none)**	**Theory Name:** Postfeminism **Brief Theory Summary** • "Postfeminism is a term used by the cultural theorist Angela McRobbie (2004), to describe a 'double entanglement' of coexisting beliefs and values about gender, sexuality and family life that emerged around 1990Her oft-cited conceptualisation of postfeminism as 'a process by which feminist gains of the 1970s and 1980s are actively and relentlessly undermined', is based on the notion that feminism had achieved its aims and was 'no longer needed' (McRobbie, 2009: 11–12). This notion has been consistently reinforced due to the 'mainstreaming' of feminist values ('liberal, equal opportunities feminism') in institutions such as government, law and education" (p. 131-132).
Application of Article to Practice **(3-5 – be brief in the summary)**	• The article provides useful information on the way the PR industry works, and thus enables professional initiatives to encourage more solidarity for the women's cause in general.
Key citations from the article	"As a development of the original project, new topics emerged during the data creation process. I was propelled by curiosity about women's experience in PR, since, in common with the women in Yaxley's (2013) research, I was among the generation recruited to a communication role in the 1980s who benefitted from 1970s equality legislation. In common with Yaxley's participants, I found few obstacles to promotion in my twenties and thirties but at the same time, I learnt that I had to work within patriarchal structures (which included adopting a more masculine style of communication in some contexts) in order to progress. Later, in my academic career, I learnt to conceal my identity as a parent should I not be regarded as 'serious' enough about my career. Were women still caught up in masculine or gender-neutral identity performance, or had third wave ideas found their way into women's professional discourse?" (p. 135). "The PR agency sector, which is the focus of this article, is deeply intertwined with neoliberal capitalism and promotional culture (Cronin, 2018; Miller and Dinan, Yeomans 143 2000). Therefore, it is perhaps unsurprising that 'seeking balance in the PR firm' and 'seeking support: networking' reflected the popular discourse of neoliberal feminism (Rottenberg, 2014) and 'choice feminism' (Sørensen, 2017; Thwaites, 2017). These modes of feminism call upon women to provide for their own, individualised needs and aspirations: to achieve a balancing act that does not threaten the status quo either at work or at home, which Gill (2016: 618) refers to as the 'acceptable face of feminism'" (p. 143).