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## 會長的話

譚彩鳳

於5月12日，四川省汶川縣發生的特大地震，成為自1949年以來破壞性最大的地震災害，估計遇難總人數將超過8萬人。天災固然可怕，但隨之而來還有人禍造成的多段公關小插曲，現與各位分享其中的兩個例子。

首先是萬科董事長王石為四川地震災區捐款200萬元，被內地網民群起而攻之，認為作為內地的超級富豪，面對如此大的天災，其賑災捐款出手未免過低。王石於5月12日，對網民的質疑作出回應，認為「萬科捐出200萬是合適的」，並稱「普通員工捐十元即可，不要讓慈善成為負擔」，該言論引發起網民在各大網絡論壇的質疑和謾罵。對此，王石於5月15日在博客中撰文回帖作出反駁，此舉讓王石與萬科陷入了更深的輿論漩渦。有人開始自發組織「抵制購買萬科住宅、抵制持有萬科股票」的活動。王石原為萬科的「生招牌」，頓時成為企業的「負資產」。雖然萬科於5月20日採取了補救措施，決定出資一億元參與四川地震災後重建，而王石於21日亦公開向網友道歉，但網友對其一億元的援建計劃仍投不信任票，認為投入一億進行災區重建並不等於捐款，投入重建災區，即使一分錢不賺，成本還是要收回，所以這是企業宣傳的技倆。

另一個引起網民極度不滿的事件為莎朗史東之“Karma”理論。一句“very interesting”加上“Is that karma?”，令莎朗史東至少損失5,600萬美元(4.3億港元)的代言和其他廣告收入，還可能為此惹上官非。

「失言」為王石與莎朗史東帶來巨大的損失，這印證了適時、適地、適言之重要性。而另一值得關注者是事件中的主要傳訊工具——互聯網，其傳訊之快，覆蓋之廣，使之成為一個極具爆炸力之新媒體。有別於傳統媒體，它們有特定及較穩定之受眾，而互聯網之受眾卻廣泛得多，所有上網的人士都可能是你的受眾，再加上網民及博客之間的互相傳送，其覆蓋面可以是全球性，其影響力更是不容置疑。正因如此，如果一些謠言或錯誤訊息透過互聯網散播，要把真確訊息再傳送至有關受眾，可謂一個大挑戰。現時，除透過傳統媒體補充真確訊息外，也只能在互聯網、博客回帖及企業網站發送，但有多少的受眾最終能收到這些訊息，就很難確認及統計。

以下的網址，我希望大家能廣泛的流傳：

[http://www.had.gov.hk/tc/whats\\_new/sichuan.htm](http://www.had.gov.hk/tc/whats_new/sichuan.htm)

四川的災民，仍需大家的支援及協助，希望大家繼續伸出援手！✳



## 創會會員關則輝 獲委為太平紳士

香港特區政府行政長官委任本會創會會員關則輝先生為太平紳士，由2008年7月1日起生效。太平紳士的職能包括巡視羈押院所或探訪被扣留者；根據《宣誓及聲明條例》監理和接受聲明以及履行行政長官不時委予他的其他職能等。✳





# 參觀亞視廣播大樓 認識數碼廣播技術

黃子軒

隨著本港於去年底陸續推出數碼地面電視廣播，亞洲電視投資九億元發展這項新技術，包括成立全新數碼頻道、添置廣播設備，並將電視廣播大樓遷往大埔工業邨。為豐富會員對數碼地面電視廣播的認識，本會於六月二十日舉辦了參觀亞洲電視之行。

在亞視公關及宣傳科的安排下，我們參觀位處大樓的新聞部直播錄影廠及控制室，並一睹《主播天下》節目的實景錄影廠。

亞視公關及宣傳科高級經理區展程向訪問團介紹：「現時電視節目可以電腦技術營造場景，但有些節目如《主播天下》想給觀眾多角度及更有實體深度的視覺畫面，仍會選用實景拍攝。」

然而在高清廣播的世界中，實景處理要更加細緻，否則連實景駁位的瑕疵也躲不過觀眾的雙眼。

## 主播口若懸河的秘密

在螢光幕前，新聞主播表現專業，對答如流，報導新聞更可即時背誦，除了on-air前準備充足外，原來還有一位得力助手－「Autoque」字幕儀器，直接由新聞主播自行操控。

新聞及公共事務部資訊統籌科編導林震濤沿途為我們介紹剪接外電的剪接室，接著便來到負責控制廣播及接收其他電視廣播頻道的控制室，了解亞視兩條免費地面廣播頻道、一條高清頻道及四條標清頻道的運作。

參觀過後，公共事務及資訊副總裁劉瀾昌與團員分享現時內地新聞的發展方向。他表示內地處理新聞手法及態度愈趨開放，因應今年舉辦奧運，採訪自由度亦相應放寬，從五月發生四川大地震的廣泛報道中，可見內地新聞自由將會更為開放。亞視敢於破格創新，在四川大地震後兩天，迅即停播廣告三天，以示對死難者深切悼念，適切表達哀悼之意。



會長譚彩鳳(右二)頒贈致謝旗予亞視公共事務及資訊副總裁劉瀾昌(右三)、新聞及公共事務部主播/高級編輯胡燕泳(左三)及公關及宣傳科高級經理區展程(左二)。是次參觀活動全賴培訓及活動小組成員黃子軒(左一)、張一心(右一)及陳秀珊策劃。



參觀過後，會員於亞洲電視大廈大堂合照留念。





## 本會支持 樂施會募捐活動

香港社會各界向來熱心公益，捐獻精神早已成為本地獨特的文化特色之一，5月12日發生世紀四川大地震後，更是「一方有難、八方支援」；本會亦略盡己責，向會員及友好發送捐款呼籲的電郵。

溫淑渝



會長譚彩鳳代表接受由樂施會董事局成員梁愛詩女士頒發的感謝狀，旁為樂施會總裁施日莊先生。

本年度「樂施會中國發展基金」募捐活動已於早前展開，部份籌得款項，將撥作

四川地震的救援及災後重建用途。本會對樂施會一向致力扶貧救災工作深表支持，今期「雙關」附奉「樂施會中國發展基金」單張連捐款表格一份，希望大家在瞭解該會有關工作之餘，亦積極參與支持，持續發揮香港人的慈善心，為受助人士帶來希望的曙光。

本會會長譚彩鳳月前出席了樂施米義賣活動，席上，除了接受由樂施會董事局成員梁愛詩女士頒發予各支持機構的感謝狀外，亦與其他出席嘉賓分享了樂施會四川救援工作的匯報。欲知有關工作的最新情況，可瀏覽樂施會網站：

([www.oxfam.org.hk](http://www.oxfam.org.hk))

### 革新形象迎接高清廣播時代

最近亞視已轉變企業形象，換上活力充沛的企業標誌，定位趨向年青化及數碼化，以迎接數碼及高清廣播時代的來臨。亞視劇集多以外購為主，但亦有製作具創意的資訊節目，由以往的《今日睇真D》到現時每日將已審理的法庭新聞拍成劇集的《今日法庭》不乏芸芸例子。

團員問及廿四小時新聞台及本港台新聞節目在處理上如何協調。身為主播及高級編輯的胡燕泳闡釋說，廿四小時新聞台以即時及現場感較重的新聞為主，於新聞事件發生時直接廣播；而本港台因早已擬定節目，抽調彈性較低，在安排直播新聞時，需考慮該新聞是否屬要聞還是突發事件，方作適當的安排。

近兩小時的參觀轉眼完結，離開前，會員在亞洲電視大廈大堂合照留念，大家均認為對亞視新聞部了解更深，獲益良多。✕

### 通告

香港公共關係專業人員協會就本會會章第16條之釋義，經向義務法律顧問諮詢後，確定本會執行委員會架構上，副會長一職為一人崗位。2008年6月5日，本會召開的督導委員會特別會議根據本會會章第33條，撤銷2008-2009年度本會執行委員會設有兩個副會長崗位的新安排，並議決交由執行委員會重新考慮架構及人手配置，以期在既符合本會會章，同時能適切調配人手以配合工作量的需求。為此，於2008年6月12日，本會召開的執行委員會會議，議決由葉衛國擔任副會長一職，譚錦儀則掌管名為「行政」的新小組。特此通告各會員。✕



# 加強數碼環境版權保護制度 政府進一步諮詢公眾

**政**府於四月中發表在數碼環境中加強保護版權的初步建議，以期在落實立法建議前就這課題進一步徵詢公眾的意見。為此，商務及經濟發展局較早時特別致函本會蒐集意見。會員如對政府的建議有任何意見，請於8月15日前電郵本會(enquiry@prpa.com.hk)，我們將齊集您的意見，然後轉交商務及經濟發展局。

在制訂初步建議時，政府考慮了在二零零七年進行的公眾諮詢的結果。政府注意到必須小心平衡各方不同的需要，包括保護版權制度須提供一個有利本地創意產業持續發展及香港發展成為互聯網樞紐的環境，並且保障個人私隱。」

政府的初步建議包括以下各項：

- ▶ 為版權作品引入一項涵蓋所有電子傳送模式的傳播權利，並訂定在指明情況下違反這項權利的刑責。此權利將有助版權擁有人在數碼環境中利用他們的作品，而且能促進數碼內容的開發和電子傳送科技的發展。另一方面，在考慮應就違反這項權利引入什麼刑責時，政府注意到把所有未獲授權的傳播一律列為刑事罪行，可能會令刑責範圍過廣，造成不利的深遠影響。我們建議針對在指明情況下未獲授權而主動向公眾傳播作品的作為增訂刑責(即為業務目的或在業務過程中傳播作品，或在其餘情況下把版權作品以“串流”的模式傳播至接收者，而傳播達到足以損害版權擁有人權利的程度)。

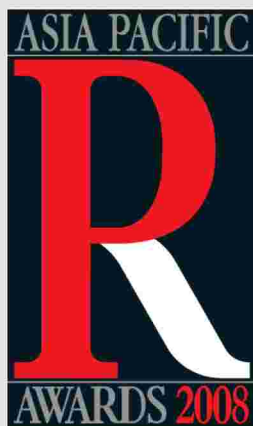
- ▶ 就互聯網服務供應商(互網商)在技術上需要或有助傳送過程有效運作的情況下暫時複製版權作品的作為，提供版權豁免。這項豁免會包括互網商的快取活動。除有助節省頻寬外，快取活動也是在互聯網上有效率地傳送資料所不可缺少的一環。
- ▶ 制訂打擊網上侵權活動的自願性互網商實務守則，並在法例訂明，法庭在裁定互網商有否授權他人在所經營服務平台進行侵權活動時，可考慮互網商有否遵行該實務守則。
- ▶ 在法例訂明其他因素，以協助法庭考慮可判給的額外損害賠償。我們提出這項建議，是考慮到要版權擁有人證明他的實際損失(特別是在數碼環境中被侵權而引致的損失)，並不容易。

在開展下一階段公眾諮詢時，政府建議同時諮詢公眾有關媒體轉換例外情況的建議。這項例外情況可讓使用者更靈活和方便地使用版權作品。

政府歡迎各持份者及社會大眾就初步建議發表意見，並期望經過充分而有根據的討論後，可以在社會上取得廣泛共識，以及在各方不同的利益之間，求取合理的平衡。

初步建議已上載商務及經濟發展局工商及旅遊科的網頁。

[www.cedb.gov.hk/citb](http://www.cedb.gov.hk/citb)



## The Asia Pacific PR Awards

**T**he Asia Pacific PR Awards are the industry's foremost recognition of excellence, attracting entries from all over the region and recognising the campaigns, agencies and individuals that define the cutting edge of work in the public relations arena. The gala awards presentation dinner has grown to be the premier event in the PR calendar.

### Who can enter?

The awards are open to PR consultancies, solo practitioners and in-house departments from all countries in the Asia-Pacific region (including Australia, Japan and New Zealand).

**Entry deadline:** Friday, August 22, 2008

**Late entry deadline:** Friday, August 29, 2008

To obtain an entry kit, please contact Iris Mui at (852) 3175 1912 or via email: iris.mui@haymarketasia.com. For more information, please visit:

[www.prawardsasia.com](http://www.prawardsasia.com)



## 推薦新會員入會特別優惠

**本**會得到洲立影藝有限公司送出20個MCL Club 1年會籍，會員現凡於2008年7月1日至8月31日期間成功推薦1名新會員入會，將可與該新會員同時獲得MCL Club 1年會籍，優惠包括會員於生日月份可獲指定MCL院線電影贈券及爆谷券各1張；於指定的MCL戲院票房購買正價戲票可享9折優惠及於小食部購買爆谷或汽水可享8折優惠。被推薦的會員可額外獲豁免入會基金\*。名額有限，先到先得。

有關入會、會費及推薦新會員優惠之詳情，請致電8112 0028或電郵與禰小姐聯絡。

[enquiry@prpa.com.hk](mailto:enquiry@prpa.com.hk)

註：\* 豁免入會基金之優惠僅適用於普通、贊助及學生會員的入會申請。✳



## 歡迎新會員

過去一季，續有多名會員加入我們行列，謹致熱烈歡迎。

### 普通會員

陳少泓 珠江傳訊  
黃慧娟 港龍航空  
李雅芝 Nortel

### 機構會員

國際版權保護協會(大中華區)

### 贊助會員(學生)

李嘉卉 香港浸會大學  
葉嘉雯 University of Toronto

## 業界設獎學金 培養公關人才

■ 陳志豪

一個行業的專業發展須紮根於優良而先進的教育事業；而本港的公關行業得以在亞太區佔舉足輕重的地位，實有賴多間院校一直努力為行業培養人才。業界亦向來重視公關教育的發展，為培訓後進一直出錢出力。最近，香港浸會大學傳理學院便獲捐贈港幣五十萬元，成立「The Martin Spurrier Award - An Edelman Asia Pacific Scholarship」獎學金，以鼓勵該校的公關學生努力學習。

此獎學金由本會的資深會員史博禮先生(Mr. Martin Spurrier)成立，只供修讀傳理學院公關及廣告的學生申請。未來五年內，每年將有兩名主修公關及廣告的同學獲頒港幣五萬元的獎學金，以資助學費和有關費用。獲頒獎學金的同學更會得到實習機會，於商業環境中運用所學，並將實戰經驗帶回學校與老師、同學分享。

史博禮先生為亞太區的傑出公關界人士之一，並於2004年獲本會頒發資深會員證書，表揚他多年來在公關專業方面的貢獻與成就。✳



本會的資深會員史博禮先生(右二)頒贈支票予傳理學院院長趙心樹教授(左二)。

## 崔綺雲任高峰進修學院 公關專業文憑課程顧問

**本**會前任會長崔綺雲博士最近獲聘為職業訓練局(VTC)轄下高峰進修學院(Institute of Professional Education And Knowledge, 簡稱 PEAK) 公關管理專業文憑課程顧問。高峰進修學院是VTC轄下推動專業持續進修的機構，為業界提供在職培訓和專業考試服務。該項文憑課程為兼讀課程，方便在職人士修讀，並為有志進入公關行業人士提供培訓機會。✳





# Elite Executives in Issues Management: The Role of Ethical Paradigms in Decision Making

■ Prof. Shannon A. Bowen

*In her study on ethical decision making of organizations, Professor Shannon Bowen took a closer look at how issues were managed by elite (or top-level) issues managers and how questions of ethics were addressed in issues management. This is an extract of her paper on the subject.*

Issues management is the executive function that deals with problem solving, organizational policy, long-range planning, and management strategy as well as communication of that strategy both internally and externally. Issues management frequently handles ethical dilemmas through identification of ethical issues, research, analysis, and making decisions of organisation-wide policy.

## ETHICAL PARADIGMS

Elite issues managers lead their organizations in not only adapting to change, but also in using an ethical paradigm to analyse and implement that adaptation.

There are three basic ethical paradigms to which the elite executives in an organization could subscribe:

**Materialism** is often called egoism or brutal selfishness, and is not generally a normative school of moral philosophy, but an individually employed surrogate. In this approach, whatever is best for the decision maker is the most ethical approach, meaning that the decision making maximises self interest.

**Utilitarian** theory decides what is ethical based on the number of people benefited by a decision. Therefore, the right thing to do is decided by the yardstick of 'the greatest good for the greatest number'. Utilitarian theory is a consequentialist theory in that the morality of a decision is decided by predicting the consequences of that decision.

The **deontological** approach to ethical decision making is a non-consequentialist theory, in that the consequences are not a deciding factor in whether a decision is ethical. Rather, the moral worth of a decision is judged by its adherence to universal principles of right and wrong, autonomy, duty to uphold moral laws, and respect.

Issues managers fall primarily into one school of ethics or another. Although elements of other decision-making paradigms can be present in a decision.

## Research Questions

The considerations involved in issues management and ethical paradigms that issues managers use in approaching decisions, as well as the rare opportunity to interview and observe elites at the top of their professions, led to the following research questions:

**RQ 1:** What is your organisation's view of ethics and the importance accorded ethical training and codes of ethics by the CEO and dominant coalition?

**RQ 2:** When do ethics enter the issues management decision-making process?

**RQ 3:** Do you think one philosophical approach (materialism, utilitarianism or deontology) is superior to the others for decision making in issues management? Which approach do you primarily use?

## METHODOLOGY

Access was granted by two organisations that permitted the researcher to study issues management and ethics in their world headquarters. These two organisations are the pharmaceutical manufacturers Organisation A and Organisation B. Data were collected through in-depth, elite interviews and observation.

The elites in this study held titles of vice president or higher in public affairs, issues management or corporate communication. These executives had direct access to the CEO and were responsible for organisation-wide issues of global policy.

## Elite Interviews

Six in-depth interviews with three elites were conducted in a two-phase, semistructured interview approach. In-depth interviews were conducted with the head of issues management in Organisation A and the top two elite issues managers in Organisation B.

The elite participants were asked macro-level questions about the mission of the organisation regarding ethics, top-down ethical decision making, and the dominant coalition's attitude toward ethics.

## Observation

Supplementary data came from observing the interaction of the elite issues managers with the staff responsible for issues management in each organisation. The researcher observed the elites conducting general work and holding issues management meetings. The decision-making process in meetings and other discussions regarding issues management provided insight into the ethical frameworks of the elite issues managers, the values of the organisation, and to the importance that the organisational culture affords ethics.

## RESULTS

**RQ 1:** What is your organisation's view of ethics and the importance accorded ethical training and codes of ethics by the CEO and dominant coalition?

### View of ethics in Organisation A

In Organisation A, the elite issues manager declared, 'I would say that ethical considerations permeate everything we do.' The issues manager spoke of an organisational culture of ethics. The elite could not define the organisation's approach to ethics per se, but expressed a desire to do what was morally right.

Ethics in Organisation A were not made explicit in a creed or ethics statement. Rather, Organisation A hired experienced individuals and assumed that these people brought ethical rigour along with them to their decision making.

The issues manager believed that strong personal ethics was reinforced by an organisational culture of ethical behaviour at Organisation A. The organisation had an unofficial motto of a statement made by the company founder that the business should be 'conducted for the people, not the profits.' The idea was endorsed by the elite issues manager as an informal guide to ethical decision making.

Organisation A did not conduct any training in ethics or ethical decision making for its employees at any level of the company. An inherent culture of ethical decision making was assumed but not trained or planned for in an official way.

Expecting issues managers to make the right decisions in extremely complex situations without the proper training to analyse the ethics of those decisions is problematic. The informal ethics motto of Organisation A obligates employees to do the right thing for the users of its products, but the organization gives little formal guidance in determining what that right decision should be. The motto has elements of both deontology and utilitarian ethical theory. By not providing ethics training for issues managers, Organisation A leaves open the possibility for ethical problems resulting from poorly considered issues management decisions.

### Views of ethics in Organisation B

Organisation B held an organisational culture in which ethics played a paramount role. Further, the organisation has an official ethics statement that sets out the specific responsibilities that should be considered in an ethical dilemma. The ethics statement is highly deontological and provides a hierarchy of publics to consider in an ethical dilemma. Because two elite issues managers in Organisation B were interviewed, they will be referred to as elite 2 and elite 3, with the previously introduced executive in Organisation A being elite 1. The two elites interviewed in Organisation B both reported directly to the CEO, although elite 3 also reported indirectly to and worked alongside elite 2.

Elite 2 declared, 'We hold dear our core values and our ethical value system and believe that will carry us into the next century. I think we have an overarching ethical base.'

In explaining the organisation's view of ethics, ethics training, and code of ethics, elite 3 stated that ethics training for all executive-level employees takes place over a five-day training period. She explained that the training period is 'kicked off by the CEO to convey the level of importance' of the training.

Organisation B provides a deontological ethics statement to guide its decision making. Elite 2 indicated that in her job, managing issues is really a question of doing the right thing. This elite emphasised the difficulty of the decisions, noting that sometimes the situations are so complex that grey areas present a range of several options, but in those cases the issues managers try to determine what is 'the best right thing'.



Both elites argued that the ethics training and analysis expected and encouraged by the organisation helps the issues management team in decision making, and provides a competitive advantage to the company through its consistent ranking as one of the most trusted companies in the world. Clearly, the consistent and thorough approach to ethics of Organisation B helps to make its issues management effective.

### RQ 2: When do ethics enter the issues management decision-making process?

#### Ethics in issues management at Organisation A

The issues management process at Organisation A centres around the gathering of information on the issue, according to the elite issues manager. Ethics might enter the discussion and it might not - she maintained that certain types of issues required ethical analysis and others did not, depending on the importance of the issue, its visibility, whether it directly involved patients, and other factors.

Issues were not usually discussed in relation to their ethical implications. When a team met to review an issue and decided a course of action, there was no or little discussion of the ethics of the situation.

Again Organisation A relied on a culture that values ethics, but provides little guidance on those ethics. Issues managers were not encouraged to discuss the ethics of issues as a matter of routine decision-making. However, Organisation A considered and discussed ethics in certain high-visibility situations. Those situations warranting a high level of ethical analysis were normally only those perceived by the issues managers to be matters that would be put on the public agenda.

#### Ethics in issues management at Organisation B

Deliberations on the ethics of issues were prominent in Organisation B. In the issues management process of Organisation B, ethics played a primary role in the decisions of both individual issues managers and group decision making. A typical issues-management scenario involving a group decision making process would include ethical analysis as a part of the initial discussion of the issue, the analysis and planning around the issue, and the implementation of the action. Ethics was consciously included in every issue decision in which there was even a remote ethical implication.

In considering the ethics of an issue, Organisation B encouraged issues managers to refer frequently to the ethics statement, the ethics manual, and the ethical decision-making model. The elites also encouraged the use of more informal deontological 'decision tests'.

Both organizations in this study operated under the deontological intention of a morally good will, or 'doing the right thing'. For Organisation B, ethics was the most prominent decision-making factor on an issue in many situations. Organisation B had produced and implemented a consistent and methodical way of analysing ethical issues, whereas Organisation A had not yet embraced the importance of ethical analysis - in all but issues of highest magnitude.

### RQ 3: Do you think one philosophical approach (materialism, utilitarianism or deontology) is superior to the others for decision making in issues management? Which approach do you primarily use?

Both of the organizations in this study held to moral principles other than materialism, so the researcher focused on distinguishing between the paradigms of utilitarianism and deontology in use at the organisations.

#### Predominant ethical paradigm in Organisation A

Because Organisation A had no codified ethics statement or formal approach to ethics, discerning the organisation's primary ethical paradigm was difficult. The organisation used mixed paradigms of ethics according to the situation under consideration and depending on who was making the decision. This exchange with elite 1 illustrated the complexity of Organisation A's approach to ethics:

*Interviewer: When you are making those types of ethical [issue] decisions, do you normally think about what's the right or wrong thing to do? Or do you think about the consequences of the decision and who's going to be impacted by the decision?*

*Elite 1: You know, I think it's kind of both. We certainly make decisions based upon who would be impacted. We try to understand how will people be impacted by our decision and then decide based upon what we think that impact would be. Then we have to come back and say okay, based on that impact, knowing that we have our high ethical standards, our high scientific standards, our obligation to do no harm ... but probably the more appropriate statement is that we analyze the risks and benefits.*

An analysis of risks and benefits was an indicator of a utilitarian approach because it attempted to quantify the greater good in a decision-making scenario. The elite issues manager in Organisation A acknowledged that both paradigms of ethics were used, although her personal preference was a utilitarian form of decision making, and the preference of the issues managers on her teams observed in this study was deontology.

The elite issues manager believed that a high level of moral accountability in Organisation A would lead to better, symmetrical relationships with publics by emphasizing understanding. She argued that a utilitarian paradigm of examining the consequences of ethical decisions on publics and talking with publics about the organisation's understanding of consequences would lead to a competitive advantage for the company.

There was no predominating paradigm of ethics at Organisation A because there was no organisational guidance, training, or codified values statement regarding ethics. There, each person was expected to use personal values to decide organisational policy issues. Although the participant's statements reflected a deontological moral intention of doing the right thing, they showed that elite 1 was unaware of the extent to which moral philosophy and ethical analysis could have contributed to effective decision making. The elite issues manager's ethical paradigm differed from that of both the team members and the organisation's unofficial ethics motto. This disparity poses a problem that needs to be resolved in order to avoid the ideological confusion that impacts Organisation A's issue decision-making.

#### Predominant ethical paradigm in Organisation B

Organisation B had a highly-codified organizational approach to ethics, and it was of a deontological nature. The officially adopted ethics statement, ethics training, and the issue decision-making model all reflected the deontological paradigms of both elite 2 and elite 3. These issues managers did not write these ethics tools but expressed their understanding of and support for the deontological principles that guided the analyses.

The elite issues managers in Organisation B contended that doing the right thing was the most important outcome of a decision to them, regardless of consequences. They realized that financial loss would often ensue, that relationships with certain publics or stakeholders might be strained, that the decision could have negative consequences, or that others might not understand or agree with the decision. True to their deontological view, the elite issues managers argued for doing the right thing above all else.

Evidencing a deontological paradigm, elite 2 explained that, although Organisation B tried to understand its issues 'Within the context' of the situation, consequences were not the driving factor in decision making. He confirmed a clear preference for deontology over utilitarianism:

*'The first thing we consider in issues management is doing the right thing, that is an absolute. Every individual is important and judging by the greatest number suggests that more is better. When you put numbers around the decision, that is not ethics, it becomes politics. Consequences are always there, but we do the right thing and deal with consequences later.'*

Elite 3 also held a deontological paradigm that was consistent with the organizational culture of the Organisation B. When explaining the process of issues management, the elite expressed the deontological commitment to looking at ethics from the vantage of the publics affected by a decision, in order to ensure it was universalisable.

Elite 3 believed that ethics training was crucial because, 'If you don't teach them what you expect, you are relying on what they walked in the door with. And I don't think in this day and age that we can do that.'

## CONCLUSIONS

According to the data gathered here from three elite issues managers at two top-ranked, global organisations, maintaining a consistent and well-planned approach to ethics contributes to effective issues management. We can see that the organisational approach to ethics should be official, codified in a mission statement or ethics statement, and issues managers should be trained in ethical decision making for maximum ability to act as ethics counsel to the dominant coalition and CEO. In essence, ethics must be strategically managed as a vital portion of issues management. ☒



# PR Workshop

**What** : Measuring PR in the Digital Age Workshop

**When** : 28 - 29 August 2008, Hong Kong

**Where** : The Excelsior

**Description** : With the advent of new media platforms such as social networking sites and the rise of citizen journalism, it is increasingly difficult to measure the value of PR with the influx of messages from various media outlets. Traditional measurement methods alone are not sufficient if you want to remain relevant. Hence, there is an URGENT need for PR professionals to keep up with the LATEST measurement tools or risk being left behind.

This highly interactive two-day workshop will help PR professionals engineer their PR structure to incorporate measurement at every level of their practice, from pre-campaign to post campaign evaluation. PR measurement guru Mazen Nahawi will guide you through the essence of measurement in both online and offline arena and reveal a NEW perspective on measurement in areas such as journalistic integrity, reputation and relationship with stakeholders. Packed with highly relevant industry case studies, this workshop will leave you with practical tips on how you can turn PR into a value added practice in your company.

**Contact Details** : Contact Person : Ms Rena Lin  
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Email : rena@conferences.com.sg  
Website : <http://www.conferences.com.sg/ws-spr6.htm>

**Others** : Members of PRPA will enjoy a 10% discount upon registration. ☒

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**發**放新聞稿，是公關活動中不可或缺的一環。新華美通深諳此道，致力建立不同的發送渠道，讓企業訊息以快速且直接方式傳遞到各地網站、通訊社與報館的新聞終端機裡，最重要的是送到全球多達135個國家的記者與編輯手上。多年來，很多大企業、中小型公司，以至公關代理已成為新華美通的忠實客戶。

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