Outline of Public Relations

PDF generated using the open source mwlib toolkit. See http://code.pediapress.com/ for more information.
PDF generated at: Mon, 28 Oct 2013 18:58:56 UTC

Contents

Articles

References

Article Licenses

Outline of public relations

The following outline is provided as an overview of and topical guide to public relations:

Public relations – actions of an organization or individual in promoting goodwill between itself and the organisation's publics (PR rarely has the resources to focus on the "general public" and so segments populations into "target publics" being those specific groups of like-minded people with an ability to "help" or hurt" the organisation from sustaining itself within its operating environment), the community (e.g. neighbours), media, government (three-tiers), competitors, staff and employees, suppliers and contractors, investors, and so on.

Nature of public relations

Public relations can be described as all of the following:

- Academic discipline – branch of knowledge that is taught and researched at the college or university level. Disciplines are defined (in part), and recognized by the academic journals in which research is published, and the learned societies and academic departments or faculties to which their practitioners belong.
- Communication – activity of conveying information.
- Marketing – process which creates, communicates, and delivers value to the customer, and maintains the relationship with customers.

Essence of public relations

- To create and sustain "shared meaning" or "common understanding" - NB this may be and usually is different to "shared beliefs"
- Propaganda: the general propagation of information for a specific purpose
- Psychological warfare:
  - Psyops
- Public relations: techniques used to influence the publics' perception of an organization
- Publicity: PR techniques used to promote a specific product or brand
  - Spin (public relations)
  - Spin: both the objective of a PR campaign and the act of obtaining that objective

Public relations methods and approaches

- Airborne leaflet propaganda
- Astroturfing / Astroturf PR: fake grassroots
- Atrocity story
- Bandwagon effect
- Big lie
- Black propaganda
- Buzzword
- Card stacking
- Code word
- Communist propaganda
- Corporate image
- Corporate propaganda
- Cult of personality
- Demonization
- Disinformation: providing false information

- Dog-whistle politics
- Doublespeak
- Enterperience: fusing entertainment and experience together
- Euphemisms, as done deliberately to advance a cause or position (see also Political correctness)
- Factoid
- Fedspeak
- Front organization
- Glittering generality
- Homophobic propaganda
- Indoctrination
- Information warfare: the practice of disseminating information in an attempt to advance your agenda relative to a competing viewpoint
- Junk science
- Lesser of two evils principle
- Loaded language
- Marketing: commercial and business techniques
- Media bias
- Media manipulation: the attempt to influence broadcast media decisions in an attempt to present your view to a mass audience
- Misuse of statistics
- News management: PR techniques concerned with the news media
- News propaganda
- Newspeak
- Plain folks
- Propaganda film
- Public service announcement
- Revolutionary propaganda
- Self propaganda
- Social marketing: techniques used in behavioral change, such as health promotion
- Sound science
- Rebuttal: a type of news management technique
- Rhetoric
- Slogan
- Transfer (propaganda)
- Video news release
- Weasel Word
- White propaganda
- Yellow journalism

Theory of public relations

- Agenda-setting theory
- Framing (social sciences)
- Propaganda model: a model developed by Noam Chomsky and Edward Herman to explain how propaganda functions in democracies

History of public relations

- History of public relations

Historical uses of propaganda

By country

- Propaganda in India
- Propaganda in the People's Republic of China
- Propaganda in the People's Republic of Poland
- Propaganda in the Republic of China
- Propaganda in Rwanda
- Propaganda in the Soviet Union
- Propaganda in the United States

Miscellany

- Congregation for the Evangelization of Peoples
- Department for Agitation and Propaganda
- Operation Mockingbird
- Pallywood
- Propaganda during the Reformation
- Propaganda in the War in Somalia
- Public relations preparations for 2003 invasion of Iraq
- Role of the media in the Yugoslav wars
- Socialist Propaganda League

World War II

- American propaganda during World War II
- Anti-Japanese propaganda
- Bureau of Information and Propaganda
- Soviet propaganda during World War II
- Walt Disney's World War II Propaganda Production

Britain

    - List of British propaganda films of World War II
- Fougasse
- Ministry of Information

Nazi Germany

People

- Norman Baillie-Stewart (Radio broadcaster, 1939-1942)
- Robert Henry Best (Radio broadcaster, 1942)
- Elsa Bruckmann (Propagandist to industrialists)
- Hugo Bruckmann
- Franz Burri (Disseminator of Nazi propaganda in Switzerland)
- Otto Dietrich (Press chief)
- Constance Drexel (Radio broadcaster)
- Hermann Esser (First Nazi Chief of Propaganda)
- Arnold Fanck (Film director)
- Paul Ferdonnet (Radio broadcaster)
- Walter Frentz (Photographer and film producer)
- Hans Fritzsche (Holder of various posts in the Ministry for Public Enlightenment and Propaganda)
- Walther Funk (State Secretary for the Ministry for Public Enlightenment and Propaganda, 1933-1938)
- Hermann Gauch
- Herbert Gerdes
- Karl Gerland
- Mildred Gillars
- Joseph Goebbels
- Hans F. K. Günther
- Eugen Hadamovsky
- Ernst Hanfstaengl
- Karl Hanke
- Thea von Harbou
- Veit Harlan
- Fritz Hippler
- Heinrich Hoffmann
- Raymond Davies Hughes
- Emil Jannings
- William Joyce
- Fred W. Kaltenbach (Radio broadcaster)
- Emil Kirdorf
- Fritz Julius Kuhn
- Johann von Leers
- Wolfgang Liebeneiner
- Lord Haw-Haw
- Horst von Möllendorff
- Martin James Monti
- Werner Naumann
- Elisabeth Noelle-Neumann

- Wilfred von Oven
- Leni Riefenstahl
- Alfred Rosenberg
- Fritz Rössler
- Gregor Schwartz-Bostunitsch
- Albert Speer
- Julius Streicher
- Eberhard Taubert

Organisations

- Charlie and his Orchestra
- Department of Film
- Gaubildstelle (Office of Slides)
- Ministry of Public Enlightenment and Propaganda (Reichsministerium für Volksaufklärung und Propaganda or Propagandaministerium, or RNVP)

Campaigns and events

- Operation Himmler
- Nuremberg Rallies
- Sportpalast speech

Media

- *The Eternal Jew* (Fritz Hippler, 1940)
- *Triumph of the Will* (Leni Riefenstahl, 1934)

Public relations organizations

- Ad Council
- Bureau of International Information Programs
- Institute for Propaganda Analysis
- Ministry of propaganda
- United States Information Agency
- Shared values initiative - Council of American Muslims for Understanding

Public relations media

- "Al Fateh"
- *America's Army*, video game produced by the U.S. government with the stated aim of encouraging players to become interested in joining the U.S. Army.

Works about public relations and propaganda

Books

- *Manufacturing Consent: The Political Economy of the Mass Media* by Edward S. Herman and Noam Chomsky
- *Propaganda* by Edward Bernays
- *Propaganda: The Formation of Men's Attitudes* by Jacques Ellul
- *Public Opinion* by Walter Lippmann

Film

- Wag the Dog

External links

- Global Alliance for Public Relations and Communication Management [1]
- Stockholm Accords for Public Relations [2]
- Russia (independent) Alliance for Public Relations [3]
- Public Relations [4] at the Open Directory Project

References

[1] http://www.globalalliancepr.org
[2] http://www.wprf2010.se/draft-of-the-stockholm-accords
[3] http://p-relations.ru/
[4] http://www.dmoz.org/Business/Marketing_and_Advertising/Public_Relations/

Public relations

Public relations (**PR**) is the practice of managing the spread of information between an individual or an organization and the public.[1] Public relations may include an organization or individual gaining exposure to their audiences using topics of public interest and news items that do not require direct payment.[2] The aim of public relations by a company often is to persuade the public, investors, partners, employees, and other stakeholders to maintain a certain point of view about it, its leadership, products, or of political decisions. Common activities include speaking at conferences, winning industry awards, working with the press, and employee communication.[3]

History

According to Edward Bernays, public relations is "practically as old as society." Some books and universities identify a Babylonian tablet from 1800 BC as the first example of public relations. They also associate audience segmentation tactics used in gospels, political promotions in Rome and logos used by ancient craftsman as being early examples of public relations. According to Scott Cutlip, there is disagreement over whether these ancient events constitute public relations or are part of its history.

Most textbooks on public relations consider the antecedents to the field to have originated during the settlement of the New World. Exaggerated promotions were used to attract settlers and the first fund-raising pamphlet, New England Fresh Fruits, was used to raise funding for Harvard. Pamphlets, media outreach and slogans were also used to spread anti-British sentiment.

Public relations as a paid profession began in 1900, when the first public relations agency, The Publicity Bureau, was founded. Ivy Lee and Edward Bernays, who are both referred to as the father of public relations, helped establish the field as a professional practice in the United States. Basil Clarke is considered the profession's founder in the UK and Arthur W. Page is considered the father of corporate public relations.

The field became more established after World War II, in part due to talent from war-time publicity efforts moving into the private sector. Trade associations, industry publications and academic journals were developed. Some of today's largest PR agencies were founded in the 1950s and began competing globally in Europe and Asia in the beginning in the '60s and '70s.

The 1990s were marked by "explosive growth" for the public relations field. Internet technologies and social media changes public relations tactics, agencies consolidated and new specialties were introduced such as investor relations and community relations. The field established a degree of professionalism, though to what extent is debated.

Salaries

In the United States, public relations professionals earn an average annual salary of $49,800 which compares with £40,000 for a practitioner with a similar job in the UK. Top earners make around $89,220 annually, while entry-level public relations specialists earn around $28,080. Corporate, or in-house communications is generally more profitable, and communications executives can earn salaries in the mid six-figures, though this only applies to a fractionWikipedia:Verifiability of the sector's workforce.

The role of public relations professionals is changing because of the shift from traditional to online media. Many PR professionals are finding it necessary to learn new skills and to examine how social media can impact a brand's reputation.[4]

Tactics

Public relations professionals present the face of an organization or individual, usually to articulate its objectives and official views on issues of relevance, primarily to the media. Public relations contributes to the way an organization is perceived by influencing the media and maintaining relationships with stakeholders. According to Dr. Jacquie L'Etang from Queen Margaret University, public relations professionals can be viewed as "discourse workers specializing in communication and the presentation of argument and employing rhetorical strategies to achieve managerial aims."

Specific public relations disciplines include:

- Financial public relations – communicating financial results and business strategy
- Consumer/lifestyle public relations – gaining publicity for a particular product or service
- Crisis communication – responding in a crisis
- Internal communications – communicating within the company itself
- Government relations – engaging government departments to influence public policy
- Food-centric relations - communicating specific information centered on foods, beverages and wine.

Within each discipline, typical activities include publicity events, speaking opportunities, press releases, newsletters, blogs, social media, press kits and outbound communication to members of the press. Video and audio news releases (VNRs and ANRs) are often produced and distributed to TV outlets in hopes they will be used as regular program content.

Building and managing relationships with those who influence an organization or individual's audiences has a central role in doing public relations.[5][6] After a public relations practitioner has been working in the field, they accumulate a list of relationships that become an asset, especially for those in media relations.

Audience targeting

A fundamental technique used in public relations is to identify the target audience, and to tailor messages to appeal to each audience. Sometimes the interests of differing audiences and stakeholders common to a public relations effort necessitate the creation of several distinct but complementary messages.

On the other hand stakeholders theory identifies people who have a stake in a given institution or issue. All audiences are stakeholders (or presumptive stakeholders), but not all stakeholders are audiences. For example, if a charity commissions a public relations agency to create an advertising campaign to raise money to find a cure for a disease, the charity and the people with the disease are stakeholders, but the audience is anyone who is likely to donate money.

Messaging

Messaging is the process of creating a consistent story around a product, person, company or service. Messaging aims to avoid having readers receive contradictory or confusing information that will instill doubt in their purchasing choice or other decisions that have an impact on the company. Brands aim to have the same problem statement, industry viewpoint or brand perception shared across sources and media.

Social media marketing

Digital marketing is the use of Internet tools and technologies such as search engines, Web 2.0 social bookmarking, new media relations, blogging and social media marketing. Interactive PR allows companies and organizations to disseminate information without relying solely on mainstream publications and communicate directly with the public, customers and prospects.

Other techniques

Litigation public relations is the management of the communication process during the course of any legal dispute or adjudicatory processing so as to affect the outcome or its impact on the client’s overall reputation (Haggerty, 2003).

Ethics

The field of public relations is generally highly un-regulated, but many professionals voluntarily adhere to the code of conduct of one or more professional bodies to avoid exposure for ethical violations. The Chartered Institute of Public Relations, the Public Relations Society of America and The Institute of Public Relations are a few organizations that publish an ethical code. Still, Edelman's 2003 semi-annual trust survey found that only 20 percent of survey respondents from the public believed paid communicators within a company were credible.[7]

According to Scott Cutlip, the social justification for public relations is the right for an organization to have a fair hearing of their point-of-view in the public forum, but to obtain such a hearing for their ideas requires a skilled advocate.[8]

Spin

Spin has been interpreted historically to mean overt deceit meant to manipulate the public, but since the 1990s has shifted to describing a "polishing of the truth." Today spin refers to providing a certain interpretation of information meant to sway public opinion.[9] Companies may use spin to create the appearance of the company or other events are going in a slightly different direction than they actually are.[] Within the field of public relations, spin is seen as a derogatory term, interpreted by professionals as meaning blatant deceit and manipulation.[10][11] Skilled practitioners of spin are sometimes called "spin doctors."

The techniques of spin include selectively presenting facts and quotes that support ideal positions (cherry picking), the so-called "non-denial denial," phrasing that in a way presumes unproven truths, euphemisms for drawing attention away from items considered distasteful, and ambiguity in public statements. Another spin technique involves careful choice of timing in the release of certain news so it can take advantage of prominent events in the news.

Negative PR

Negative public relations, also called dark public relations (DPR) and in some earlier writing "Black PR", is a process of destroying the target's reputation and/or corporate identity. The objective in DPR is to discredit someone else, who may pose a threat to the client's business or be a political rival. DPR may rely on IT security, industrial espionage, social engineering and competitive intelligence. Common techniques include using dirty secrets from the target, producing misleading facts to fool a competitor.[12][13][14][15] Some claim that negative public relations may be highly moral and beneficial for the general public since threat of losing the reputation may be disciplining for companies, organizations and individuals. Apart from this, negative public relations helps to expose legitimate claims against one.[16]

Politics and civil society

In *Propaganda* (1928), Bernays argued that the manipulation of public opinion was a necessary part of democracy.[17] In public relations, lobby groups are created to influence government policy, corporate policy, or public opinion, typically in a way that benefits the sponsoring organization.

When a lobby group hides its true purpose and support base, it is known as a front group.[18] Front groups are a form of astroturfing, because they intend to sway the public or the government without disclosing their financial connection to corporate or political interests. They create a fake grass-roots movement by giving the appearance of a trusted organization that serves the public, when they actually serve their sponsors.

Definition

Ivy Lee and Edward Louis Bernays established the first definition of public relations in the early 1900s as

> "a management function, which tabulates public attitudes, defines the policies, procedures, and interests of an organization... followed by executing a program of action to earn public understanding and acceptance."

In August 1978, the World Assembly of Public Relations Associations defined the field as

> "the art and social science of analyzing trends, predicting their consequences, counseling organizational leaders, and implementing planned programs of action, which will serve both the organization and the public interest."[19]

Public Relations Society of America, a professional trade association, defined public relations in 1982 as:

> "Public relations helps an organization and its publics adapt mutually to each other."[20]

In 2011 and 2012, the PRSA developed a crowd-sourced definition:

> "Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics."

Public relations can also be defined as the practice of managing communication between an organization and its publics.[21]

References

[1] Grunig, James E. and Hunt, Todd. Managing Public Relations. (Orlando, FL: Harcourt Brace Jovanovich, 1984), 6e.

[2] Seitel, Fraser P. The Practice of Public Relations. (Upper Saddle River, NJ: Pearson Prentice Hall, 2007), 10e.

[3] Rubel, Gina F., Everyday Public Relations for Lawyers, Doylestown, PA: 1 ed. 2007, ISBN 978-0-9801719-0-7

[4] NMA.co.uk (http://www.nma.co.uk/news/media-consumption-is-diversifying-finds-ofcom/3017274.article)

[5] David Phillips (2006) Towards relationship management: Public relations at the core of organizational development, Journal of Communication Management, Emerald Group Publishing Limited

[6] Kamau, C. (2009) Strategising impression management in corporations: cultural knowledge as capital (http://www.igi-global.com/bookstore/Chapter.aspx?TitleId=36662). In D. Harorimana (Ed) Cultural implications of knowledge sharing, management and transfer: identifying competitive advantage. Chapter 4. Information Science Reference. ISBN 978-1-60566-790-4

[7] Natasha Tobin, (2005), " Can the professionalisation of the UK public relations industry make it more trustworthy? (http://dx.doi.org/10.1108/13632540510621498)", Journal of Communication Management, Vol. 9 Iss: 1 pp. 56 - 64

[8] Scott Cutlip (1994) *The Unseen Power: Public Relations: A History*, Lawrence Erlbaum Associates ISBN 0-8058-1464-7

[9] The Free Dictionary (http://www.thefreedictionary.com/spin)

[10] Spin Doctor a Derogatory Term That Needs to Go, Dilenschneider Says (http://donhalepr.com/?p=163). Don Hale PR. Retrieved on 2013-07-16.

[11] Dear Gracie: Is ‘Flack’ a Four-Letter Word? | Beyond PR (http://blog.prnewswire.com/2012/02/17/dear-gracie-is-flack-a-four-letter-word/). Blog.prnewswire.com (2012-02-17). Retrieved on 2013-07-16.

[12] Wattenberg, Martin P. (Aug. 22, 1996). Negative Campaign Advertising: Demobilizer or Mobilizer. eScholarship Repository. UC Irvine, Department of Politics and Society. Retrieved on January 29, 2005
[13] Bike, William S. (March 28, 2004). Campaign Guide: Negative Campaigning. CompleteCampaigns.com. City: San Diego. Retrieved on August 3, 2005.
[14] Saletan, William (November 25, 1999). Three Cheers for Negative Campaigning. Slate. City: Washington. Retrieved on August 3, 2005.
[15] Does Attack Advertising Demobilize the Electorate? Stephen Ansolabehere, Shanto Iyengar, Adam Simon, Nicholas Valentino, 1994, American Political Science Review, 88:829-838; Winning, But Losing, Ansolabehere and Iyenger, 1996
[16] Ask a hitman (http://hitman.net84.net/1_4_Ask-a-hitman.html), Hitman - Negative Public Relations Agency, Pvt., August 22, 2012.
[17] Edward Bernays *Propaganda* (1928) p. 10 (http://www.archive.org/details/EdwardLBernays-Propaganda)
[18] See Peter Viggo Jakobsen, *Focus on the CNN Effect Misses the Point: The Real Media Impact on Conflict Management is Invisible and Indirect*, Journal of Peace Research, vol.37, no.2. Institute of Political Science, University of Copenhagen (2000).
[19] Jensen Zhao. Encyclopedia of Business, 2nd. Ed. Retrieved from findarticles.com (http://findarticles.com/p/articles/mi_gx5209/is_1999/ai_n19125848/)
[20] PRSA's Old Definition of Public Relations (http://www.prsa.org/AboutPRSA/PublicRelationsDefined/Old Definition)
[21] Grunig, James E. and Hunt, Todd. Managing Public Relations. (Orlando, FL: Harcourt Brace Jovanovich, 1984), 6e. Public relations is what you do with what you know and what other think about what you say.

Further reading

- A History of Public Relations (http://www.instituteforpr.org/files/uploads/MiniMe_HistoryOfPR.pdf), from The Institute for Public Relations
- Scott Cutlip (1994) *The Unseen Power: Public Relations: A History*, Lawrence Erlbaum Associates ISBN 0-8058-1464-7 .
- Scott Cutlip (1995) *Public Relations History: from the 17th to the 20th Century*, Lawrence Earlbaum Associates ISBN 0-8058-1780-8 .
- Lars M. Heitmueller et al. (2012) "Corporate Communication Map": (http://i.LMH.info/ccm) Outline of an interactive Overview of the fundamental Models and Theories of Public Relations.

Discipline (academia)

A **discipline** (or **specialism**) is knowledge or a concentration in one academic field of study or profession. A discipline incorporates types of knowledge, expertise, skills, people, projects, communities, problems, challenges, studies, inquiry, approaches, and research areas that are strongly associated with academic areas of study or areas of professional practice. For example, the branches of science are commonly referred to as the scientific disciplines. Thus, the phenomenon of gravitation is strongly associated with the discipline of physics, and so gravitation is considered to be part of the disciplinary knowledge of physics.

Disciplinary knowledge associated with academic disciplines and professions results in people who are known as experts or specialists, as opposed to generalists who may have studied liberal arts or systems theory.

Closely associated concepts include multidisciplinarity, interdisciplinarity, transdisciplinarity, and crossdisciplinarity, which address problems arising out of the isolation that accompanies the specialization inherent in disciplines. Disciplinary "silos" create the problem of communicating among experts who speak different languages. Division of labor can lead to productivity and comparative advantage in applying production or problem solving skills, but also adds to the problem of transaction costs and the problem of communication overhead that may require that some individuals develop Interactional expertise and establish "trading zones" to communicate across disciplinary "silos".

Some researchers find that academic disciplines seem to be replaced by what is termed Mode 2[1] or "post academic science".[2]

History of the concept

"The scientific discipline as the primary unit of internal differentiation of science is an invention of nineteenth century society. There exists a long semantic prehistory of *disciplina* as a term for the ordering of knowledge for the purposes of instruction in schools and universities.".[3]

The branches of science as distinct categories, also known as the scientific disciplines, emerged at the end of the eighteenth century to address a variety of needs: to archive a growing body of knowledge, to organize knowledge in such a way as to form teaching curricula, and to assemble communities of like-minded practitioners. This resulted in the categorizing of scientific specializations and their concomitant journals into the disciplines of modern science.

Educational institutions originally conceived of "disciplines" to catalog and archive the new expanding body of information produced by the scientific revolution during the early modern period. Curricula and disciplinary designations were linked first in German universities during the first half of the nineteenth century and were gradually adopted in other countries, becoming the accepted conventional subjects of science by the approaching 20th century: Physics, Chemistry, Biology, Geology, Astronomy.

Prior to this, categories were broad and general, and knowledge was less specialized. The term scientist itself was coined in 1834 and not in use popularly until the late 19th or early 20th century. With rare exceptions practitioners of science tended to be amateurs and were referred to as Natural Historians and Natural Philosophers, designations harkening back to Aristotle (natural history encompassed what was to become the life sciences; natural philosophy became the physical sciences.)

Few opportunities existed for science as an occupation outside of the educational system, so it was natural that, as specializations developed, they would do so hand in glove with the subjects identified as modern scientific disciplines in universities. Science as a profession was coupled with educational occupations. Higher education provided the institutional structure for scientific investigation as well as economic support.

As the volume of scientific information accrued with unprecedented speed, it became fruitful to concentrate on smaller fields of scientific activity and specializations emerged. Academia's identified disciplines set forth the organizing structure and forums for like-minded people of specialized interests and expertise. The most significant manifestations of this were the scientific journals.

Functions and criticism

A very influential critique of the concept of disciplines came from Michel Foucault in his 1975 book *Discipline and Punish*. Foucault asserts that academic disciplines originate from the same social movements and mechanisms of control that established the modern prison and penal system in 18th century France, and that this fact reveals essential aspects they continue to have in common: "The disciplines characterize, classify, specialize; they distribute along a scale, around a norm, hierarchize individuals in relation to one another and, if necessary, disqualify and invalidate." (Foucault, 1975/1979, p 223.[4])

Academic discipline

An **academic discipline**, or **field of study**, is a branch of knowledge that is taught and researched at the college or university level. Disciplines are defined (in part), and recognized by the academic journals in which research is published, and the learned societies and academic departments or faculties to which their practitioners belong.

Academic disciplines tend to co-evolve with systems of professions. The academic disciplines and professions may be said to 'own' knowledge and the privilege/responsibility of validating/authorizing new knowledge extensions in particular disciplinary areas. For example, astronomers define what is and is not a planet, and so the knowledge about the status of Pluto as a planet can change.[*citation needed*]

Pierce (1991, p. 22-23) writes: "Although most studies fail to define the term [discipline] explicitly, they typically assume that boundaries of disciplines closely follows those of academic departments. The use of such boundaries may seem to fix overly concrete limits on a highly abstract phenomenon, excluding too large a number of people with interest in the subject. But its importance in creating and maintaining disciplinary communities makes the academic department the building block from which disciplines are created".[5]

Fields of study usually have several sub-disciplines or branches, and the distinguishing lines between these are often both arbitrary and ambiguous.[6]

Scientific discipline

Scientific Disciplines are both subject areas of study and communities of professionals and practitioners with common interests and knowledge. Scientific Disciplines, corresponding with the branches of science, serve also to organize knowledge taxonomically. Conventionally, the branches of science represent major categories of study but have been divided into narrower specializations called sub-disciplines. For example, the Biology branch includes a number of sub-disciplines such as molecular biology, botany, and herpetology.

In the rapidly enlarging fields of scientific practice, the creation of sub-disciplines has out-paced its documentation. Some efforts have been made to catalog and map the sub-disciplines based on visible metrics, primarily existing scientific journals, which often self-identify themselves by a sub-discipline name. Such efforts have yielded over 500 active scientific sub-disciplines.

Variations

Multidisciplinary

Multidisciplinary knowledge is associated with more than one existing academic discipline or profession.

A multidisciplinary community or project is made up of people from different disciplines and professions who are engaged in working together as equal stakeholders in addressing a common challenge. The key question is how well can the challenge be decomposed into nearly separable subparts, and then addressed via the distributed knowledge in the community or project team. The lack of shared vocabulary between people and communication overhead is an additional challenge in these communities and projects. However, if similar challenges of a particular type need to be repeatedly addressed, and each challenge can be properly decomposed, a multidisciplinary community can be exceptionally efficient and effective. A multidisciplinary person is a person with degrees from two or more academic disciplines, so one person can take the place of two or more people in a multidisciplinary community or project team. Over time, multidisciplinary work does not typically lead to an increase nor a decrease in the number of academic disciplines.[*citation needed*]

There are many examples of when a particular idea appears in different disciplines, at about the same period. One case is the shift from the approach of focusing on "specialized segments of attention" (adopting one particular perspective), to the idea of "instant sensory awareness of the whole", an attention to the "total field", a "sense of the whole pattern, of form and function as a unity", an "integral idea of structure and configuration". This has happened in painting (with cubism), physics, poetry, communication and educational theory. According to Marshall McLuhan, this paradigm shift was due to the passage from the era of mechanization, which brought sequentiality, to the era of the instant speed of electricity, which brought simultaneity.[7]Wikipedia:Link rot

Multidisciplinary approaches is also encouraged in help shaping innovation of the future. Political dimensions of forming new multidisciplinary partnerships to solve the so-called societal Grand Challenges is presented in the Innovation Union and in the European Framework Programme, the Horizon 2020 [8] operational overlay. Innovation across disciplines is considered the pivotal foresight of the creation of new products, systems and processes to the benefit for societies growth and wellbeing. Regional examples such as Biopeople and industry-academia initiatives in translational medicine such as SHARE.ku.dk in Denmark provide the evidence of the successful endavour of multidisciplinary innovation and facilitation of the paradigm shift.[*citation needed*]

Interdisciplinary

Interdisciplinary knowledge is the knowledge extensions that exist between or beyond existing academic disciplines or professions. The new knowledge may be claimed by members of none, one, both, or an emerging new academic discipline or profession.

An interdisciplinary community or project is made up of people from multiple disciplines and professions who are engaged in creating and applying new knowledge as they work together as equal stakeholders in addressing a common challenge. The key question is what new knowledge (of an academic discipline nature), which is outside the existing disciplines, is required to address the challenge. Aspects of the challenge cannot be addressed easily with existing distributed knowledge, and new knowledge becomes a primary subgoal of addressing the common challenge. The nature of the challenge, either its scale or complexity, requires that many people have interactional expertise to improve their efficiency working across multiple disciplines as well as within the new interdisciplinary area. An interdisciplinary person is a person with degrees from one or more academic disciplines with additional interactional expertise in one or more additional academic disciplines, and new knowledge that is claimed by more than one discipline. Over time, interdisciplinary work can lead to an increase or a decrease in the number of academic disciplines.[*citation needed*]

Transdisciplinary

In practice, transdisciplinary can be thought of as the union of all interdisciplinary efforts. While interdisciplinary teams may be creating new knowledge that lies between several existing disciplines, a transdisciplinary team is more holistic and seeks to relate all disciplines into a coherent whole.

Cross-disciplinary

Cross-disciplinary knowledge is that which explains aspects of one discipline in terms of another. Common examples of cross-disciplinary approaches are studies of the physics of music or the politics of literature.

Buzzwords

In the interdisciplinary courses, some new terms are used, that there is no consensus on their meaning and their difference with the mentioned terms, such as intra-disciplinary, pluridisciplinary, hyperdisciplinary, meta-disciplinary and integrated.

Bibliometric studies of disciplines

Bibliometrics can be used to map several issues in relation to disciplines, for example the flow of ideas within and among disciplines (Lindholm-Romantschuk, 1998) [9] or the existence of specific national traditions within disciplines.[10]

References

[1] Gibbons, Michael; Camille Limoges, Helga Nowotny, Simon Schwartzman, Peter Scott, & Martin Trow (1994). The new production of knowledge: the dynamics of science and research in contemporary societies. London: Sage.

[2] Ziman, John (2000). Real Science. What it is, and what it means.. Cambridge: Cambridge University Press.

[3] Stichweh, R. (2001). Scientific Disciplines, History of. IN: Smelser, N. J. & Baltes, P. B. (eds.). International Encyclopedia of the Social and Behavioral Sciences. Oxford: Elsevier Science (pp. 13727-13731).

[4] Foucault, Michel (1977). Discipline and punish: The birth of the prison. Trans. Alan Sheridan. New York: Vintage.(Translation of: Surveiller et punir; naissance de la prison. [Paris] : Gallimard, 1975).

[5] Pierce, S. J. (1991). Subject areas, disciplines and the concept of authority. LISR [Library and Information Science Research], 13, 21-35.

[6] Andrew Abbott, *Chaos of Disciplines* University Of Chicago Press 2001 ISBN 0-226-00101-6

[7] Marshall McLuhan (1964) *Understanding Media*, p.13 (http://www9.georgetown.edu/faculty/irvinem/theory/McLuhan-Understanding_Media-I-1-7.html)

[8] Horizon2020 [www.horizon2020.eu]

[9] Lindholm-Romantschuk, Y. (1998). Scholarly book reviewing in the social sciences and humanities. The flow of ideas within and among disciplines. Westport, Connecticut: Greenwood Press.

[10] Ohlsson, H. (1999). Is there a Scandinavian psychology? A bibliometric note on the publication profiles of Denmark, Finland, Norway, and Sweden. Scandinavian Journal of Psychology, 40, 235-239.

- R. Fagin, J. Y. Halpern, Y. Moses, and M. Y. Vardi. *Reasoning about Knowledge*, The MIT Press, 1995. ISBN 0-262-56200-6
- A. Abbott. *The System of Professions: An Essay on the Division of Expert Labor*, University of Chicago Press, 1988. ISBN 978-0-226-00069-5
- Augsburg, Tanya. (2005), Becoming Interdisciplinary: An Introduction to Interdisciplinary Studies.

Further reading

Association for Integrative Studies http://www.units.muohio.edu/aisorg/

Dogan, Mattei & Pahre, R. (1990). The fate of formal disciplines: from coherence to dispersion. In Creative marginality: innovation at the intersections of social sciences. Boulder, CO: Westview. pp. 85–113.

Dullemeijer, P. (1980). Dividing biology into disciplines: Chaos or multiformity? Journal Acta Biotheoretica, 29(2), 87-93.

Gibbons, M.; Limoges, C.; Nowotny, H.; Schwartzman,S.; Scott, P. & Trow, M. (1994). The new production of knowledge: the dynamics of science and research in contemporary societies. London: Sage.

Golinski, Jan (1998/2005). Making natural knowledge. Constructivis, and the history of science. New York: Cambridge University Press. Chapter 2: Identity and discipline. Part II: The disciplinary mold (pp. 66–78).

Hicks, Diana (2004). The four literatures of social science. IN: Handbook of Quantitative Science and Technology Research: The Use of Publication and Patent Statistics in Studies of S&T Systems. Ed. Henk Moed. Dordrecht: Kluwer Academic.http://www.tpac.gatech.edu/papers/4lit.PDF

Hyland, Ken (2004). Disciplinary Discourses: Social Interactions in Academic Writing. New edition. University of Michigan Press/ESL.

Klein, J. T. (1990). Interdisciplinarity. History, Theory, and Practice. Detroit: Wayne State University Press.

Leydesdorff, Loet & Rafols, Ismael. (2008). A global map of science based on the ISI subject categories. Journal of the American Society for Information Science and Technology. The decomposition of scientific literature into disciplinary and subdisciplinary structures is one of the core goals of scientometrics. How can we achieve a good decomposition? The ISI subject categories classify journals included in the Science Citation Index (SCI). The aggregated journal-journal citation matrix contained in the Journal Citation Reports can be aggregated on the basis of these categories. This leads to an asymmetrical matrix (citing versus cited) that is much more densely populated than the underlying matrix at the journal level. Exploratory factor analysis of the matrix of subject categories suggests a 14-factor solution. This solution could be interpreted as the disciplinary structure of science.

Lindholm-Romantschuk, Y. (1998). Scholarly book reviewing in the social sciences and humanities. The flow of ideas within and among disciplines. Westport, Connecticut: Greenwood Press.

Martin, B. (1998). Information Liberation: Challenging the corruptions of information power. London: Freedom Press. Book freely available at: http://www.uow.edu.au/arts/sts/bmartin/pubs/98il/ilall.pdf

Morillo, F.; Bordons, M. & Gomez, I. (2003). Interdisciplinarity in science: A tentative typology of disciplines and research areas Journal of the American Society for Information Science and Technology, 54(13), 1237-1249.

Morillo, F.; Bordons, M; & Gomez, I. (2001). An approach to interdisciplinarity bibliometric indicators. Scientometrics, 51(1), 203-222.

Newell, A. (1983). Reflections on the structure of an interdiscipline. In Machlup, F. & U. Mansfield (Eds.), The study of information: Interdisciplinary messages (pp. 99–110). NY: John Wiley & Sons.

Pierce, S. J. (1991). Subject areas, disciplines and the concept of authority. LISR [Library and Information Science Research], 13, 21-35.

Porter, A. L.; Roessner, J. D.; Cohen, A. S. & Perreault, M. (2006). Interdisciplinary research: meaning, metrics and nurture. Research Evaluation, 15(3), 187-195.

Prior, Paul (1998). Writing/Disciplinarity: A Sociohistoric Account of Literate Activity in the Academy. Lawrence Erlbaum. (Rhetoric, Knowledge and Society Series)

Qin, J.; Lancaster, F. W. & Allen, B. (1997). Types and levels of collaboration in interdisciplinary research in the sciences. Journal of the American Society for Information Science, 48(10), 893-916.

Rinia, E. J.; van Leeuwen, T. N.; Bruins, E. E. W.; van Vuren, H. G. & van Raan, A. F. J. (2002). Measuring knowledge transfer between fields of science. Scientometrics, 54(3), 347-362.

Sanz-Menendez, L.; Bordons, M. & Zulueta, M. A. (2001). Interdisciplinarity as a multidimensional concept: its measure in three different research areas. Research Evaluation, 10(1), 47-58.

Stichweh, R. (2001). Scientific Disciplines, History of. IN: Smelser, N. J. & Baltes, P. B. (eds.). International Encyclopedia of the Social and Behavioral Sciences. Oxford: Elsevier Science (pp. 13727–13731).

Szostak, R. (2000). Superdisciplinarity: A Simple Definition of Interdisciplinarity With Profound Implications. Association for Integrative Studies, Portland, Oregon, October, 2000. (Meeting presentation)

Tengström, E. (1993). Biblioteks- och informationsvetenskapen - ett fler- eller tvärvetenskapligt område? Svensk Biblioteksforskning(1), 9-20.

Tomov, D. T.& Mutafov, H. G. (1996). Comparative indicators of interdisciplinarity in modern science. Scientometrics, 37(2), 267-278.

van Leeuwen, T. N. & Tijssen, R. J. W. (1993). Assessing multidisciplinary areas of science and technology - A synthetic bibliometric study of Dutch nuclear-energy research. Scientometrics, 26(1), 115-133.

van Leeuwen, T. N. & Tijssen, R. J. W. (2000). Interdisciplinary dynamics of modern science: analysis of cross-disciplinary citation flows. Research Evaluation, 9(3), 183-187.

Weisgerber, D. W. (1993). Interdisciplinary searching - problems and suggested remedies - A Report from the ICSTI Group on Interdisciplinary Searching. Journal of Documentation, 49(3), 231-254.

Wittrock, B. (2001). Disciplines, History of, in the Social Sciences. IN: International Encyclopedia of the Social & Behavioral Sciences, (pp. 3721–3728). Ed. By N. J. Smeltser & P. B. Baltes. Amsterdam: Elsevier.

Communication

Communication (from Latin *commūnicāre*, meaning "to share") is the activity of conveying information through the exchange of thoughts, messages, or information, as by speech, visuals, signals, writing, or behavior. It is the meaningful exchange of information between two or more living creatures.

One definition of communication is “any act by which one person gives to or receives from another person information about that person's needs, desires, perceptions, knowledge, or affective states. Communication may be intentional or unintentional, may involve conventional or unconventional signals, may take linguistic or non-linguistic forms, and may occur through spoken or other modes.” [1]

Communication requires a sender, a message, and a recipient, although the receiver doesn't have to be present or aware of the sender's intent to communicate at the time of communication; thus communication can occur across vast distances in time and space. Communication requires that the communicating parties share an area of communicative commonality. The communication process is complete once the receiver understands the sender's message. [*citation needed*]

Communicating with others involves three primary steps: ◦ Thought: First, information exists in the mind of the sender. This can be a concept, idea, information, or feelings. ◦ Encoding: Next, a message is sent to a receiver in words or other symbols. ◦ Decoding: Lastly, the receiver translates the words or symbols into a concept or information that a person can understand.

Verbal communication

Human spoken and pictorial languages can be described as a system of symbols (sometimes known as lexemes) and the grammars (rules) by which the symbols are manipulated. The word "language" also refers to common properties of languages. Language learning normally occurs most intensively during human childhood. Most of the thousands of human languages use patterns of sound or gesture for symbols which enable communication with others around them. Languages seem to share certain properties although many of these include exceptions. There is no defined line between a language and a dialect. Constructed languages such as Esperanto, programming languages, and various mathematical formalisms are not necessarily restricted to the properties shared by human languages. Communication is the flow or exchange of information within people or a group of people.

There are a variety of verbal and non-verbal forms of communication. These include body language, eye contact, sign language, haptic communication,and chronemics. Other examples are media content such as pictures, graphics, sound, and writing.

The Convention on the Rights of Persons with Disabilities also defines the communication to include the display of text, Braille, tactile communication, large print, accessible multimedia, as well as written and plain language, human-reader, augmentative and alternative modes, means and formats of communication, including accessible information and communication technology.[2] Feedback is a critical component of effective communication.

Nonverbal communication

Nonverbal communication describes the process of conveying meaning in the form of non-word messages. Some forms of non verbal communication include chronemics, haptics, gesture, body language or posture, facial expression and eye contact, object communication such as clothing, hairstyles, architecture, symbols, infographics, and tone of voice, as well as through an aggregate of the above. Speech also contains nonverbal elements known as paralanguage. These include voice lesson quality, emotion and speaking style as well as prosodic features such as rhythm, intonation and stress. Research has shown that up to 55% of spoken communication may occur through non verbal facial expressions, and a further 38% through paralanguage.[3] Likewise, written texts include nonverbal elements such as handwriting style, spatial arrangement of words and the use of emoticons to convey emotional expressions in pictorial form.

Oral communication

Oral communication, while primarily referring to spoken verbal communication, can also employ visual aids and non-verbal elements to support the conveyance of meaning. Oral communication includes speeches, presentations, discussions, and aspects of interpersonal communication. As a type of face-to-face communication, body language and choice tonality play a significant role, and may have a greater impact upon the listener than informational content. This type of communication also garners immediate feedback.

Business communication

A business can flourish only when all objectives of the organization are achieved effectively. For efficiency in an organization, all the people of the organization must be able to convey their message properly.[*citation needed*]

Written communication and its historical development

Over time the forms of and ideas about communication have evolved through the continuing progression of technology. Advances include communications psychology and media psychology, an emerging field of study.

The progression of written communication can be divided into three revolutionary stages called "Information Communication Revolutions". During the first stage, written communication first emerged through the use of pictographs. The pictograms were made in stone, hence written communication was not yet mobile. During the second stage, writing began to appear on paper, papyrus, clay, wax, etc. with common alphabets. The third stage is characterized by the transfer of information through controlled waves of electromagnetic radiation (i.e., radio, microwave, infrared) and other electronic signals.

Communication is thus a process by which meaning is assigned and conveyed in an attempt to create shared understanding. This process, which requires a vast repertoire of skills in interpersonal processing, listening, observing, speaking, questioning, analyzing, gestures, and evaluating enables collaboration and cooperation.

Misunderstandings can be anticipated and solved through formulations, questions and answers, paraphrasing, examples, and stories of strategic talk. Written communication can be clarified by planning follow-up talks on critical written communication as part of the every-day way of doing business. A few minutes spent talking in the present will save valuable time later by avoiding misunderstandings in advance. A frequent method for this purpose is reiterating what one heard in one's own words and asking the other person if that really was what was meant.[4]

Effective communication

Effective communication occurs when a desired effect is the result of intentional or unintentional information sharing, which is interpreted between multiple entities and acted on in a desired way. This effect also ensures the messages are not distorted during the communication process. Effective communication should generate the desired effect and maintain the effect, with the potential to increase the effect of the message. Therefore, effective communication serves the purpose for which it was planned or designed. Possible purposes might be to elicit change, generate action, create understanding, inform or communicate a certain idea or point of view. When the desired effect is not achieved, factors such as barriers to communication are explored, with the intention being to discover how the communication has been ineffective.

Barriers to effective human communication

Barriers to effective communication can retard or distort the message and intention of the message being conveyed which may result in failure of the communication process or an effect that is undesirable. These include filtering, selective perception, information overload, emotions, language, silence, communication apprehension, gender differences and political correctness [5]

This also includes a lack of expressing "knowledge-appropriate" communication, which occurs when a person uses ambiguous or complex legal words, medical jargon, or descriptions of a situation or environment that is not understood by the recipient.

Physical barriers

Physical barriers are often due to the nature of the environment. An example of this is the natural barrier which exists if staff are located in different buildings or on different sites. Likewise, poor or outdated equipment, particularly the failure of management to introduce new technology, may also cause problems. Staff shortages are another factor which frequently causes communication difficulties for an organization. While distractions like background noise, poor lighting or an environment which is too hot or cold can all affect people's morale and concentration, which in turn interfere with effective communication.

System design

System design faults refer to problems with the structures or systems in place in an organization. Examples might include an organizational structure which is unclear and therefore makes it confusing to know whom to communicate with. Other examples could be inefficient or inappropriate information systems, a lack of supervision or training, and a lack of clarity in roles and responsibilities which can lead to staff being uncertain about what is expected of them.

Attitudinal barriers

Attitudinal barriers come about as a result of problems with staff in an organization. These may be brought about, for example, by such factors as poor management, lack of consultation with employees, personality conflicts which can result in people delaying or refusing to communicate, the personal attitudes of individual employees which may be due to lack of motivation or dissatisfaction at work, brought about by insufficient training to enable them to carry out particular tasks, or just resistance to change due to entrenched attitudes and ideas, it may be as a result delay in payment at the end of the month.

Ambiguity of words/phrases

Words sounding the same but having different meaning can convey a different meaning altogether. Hence the communicator must ensure that the receiver receives the same meaning. It is better if such words are avoided by using alternatives whenever possible.

Individual linguistic ability

The use of jargon, difficult or inappropriate words in communication can prevent the recipients from understanding the message. Poorly explained or misunderstood messages can also result in confusion. However, research in communication has shown that confusion can lend legitimacy to research when persuasion fails.[6]

Physiological barriers

These may result from individuals' personal discomfort, caused—for example—by ill health, poor eyesight or hearing difficulties.

Presentation of information

Presentation of information is important to aid understanding. Simply put, the communicator must consider the audience before making the presentation itself and in cases where it is not possible the presenter can at least try to simplify his/her vocabulary so that the majority can understand.

Nonhuman communication

Every information exchange between living organisms — i.e. transmission of signals that involve a living sender and receiver can be considered a form of communication; and even primitive creatures such as corals are competent to communicate. Nonhuman communication also include cell signaling, cellular communication, and chemical transmissions between primitive organisms like bacteria and within the plant and fungal kingdoms.

Animal communication

The broad field of animal communication encompasses most of the issues in ethology. Animal communication can be defined as any behavior of one animal that affects the current or future behavior of another animal. The study of animal communication, called *zoo semiotics* (distinguishable from anthroposemiotics, the study of human communication) has played an important part in the development of ethology, sociobiology, and the study of animal cognition. Animal communication, and indeed the understanding of the animal world in general, is a rapidly growing field, and even in the 21st century so far, a great share of prior understanding related to diverse fields such as personal symbolic name use, animal emotions, animal culture and learning, and even sexual conduct, long thought to be well understood, has been revolutionized.

Plants and fungi

Communication is observed within the plant organism, i.e. within plant cells and between plant cells, between plants of the same or related species, and between plants and non-plant organisms, especially in the root zone. Plant roots communicate in parallel with rhizome bacteria, with fungi and with insects in the soil. These parallel sign-mediated interactions are governed by syntactic, pragmatic, and semantic rules, and are possible because of the decentralized "nervous system" of plants. The original meaning of the word "neuron" in Greek is "vegetable fiber" and recent research has shown that most of the microorganism plant communication processes are neuronal-like. Plants also communicate via volatiles when exposed to herbivory attack behavior, thus warning neighboring plants. In parallel they produce other volatiles to attract parasites which attack these herbivores. In stress situations plants can overwrite the genomes they inherited from their parents and revert to that of their grand- or great-grandparents.[*citation needed*]

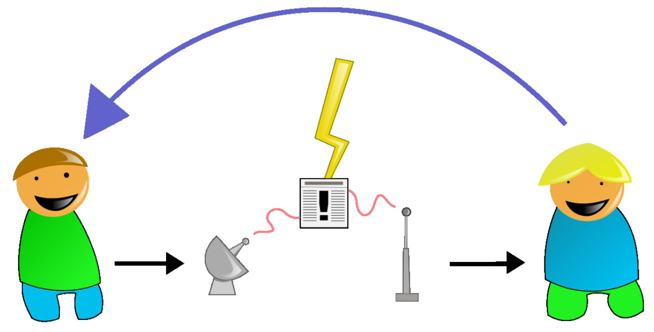
Fungi communicate to coordinate and organize their growth and development such as the formation of Marcelia and fruiting bodies. Fungi communicate with their own and related species as well as with non fungal organisms in a great variety of symbiotic interactions, especially with bacteria, unicellular eukaryote, plants and insects through biochemicals of biotic origin. The biochemicals trigger the fungal organism to react in a specific manner, while if the same chemical molecules are not part of biotic messages, they do not trigger the fungal organism to react. This implies that fungal organisms can differentiate between molecules taking part in biotic messages and similar molecules being irrelevant in the situation. So far five different primary signalling molecules are known to coordinate different behavioral patterns such as filamentation, mating, growth, and pathogenicity. Behavioral coordination and production of signaling substances is achieved through interpretation processes that enables the organism to differ between self or non-self, a biotic indicator, biotic message from similar, related, or non-related species, and even filter out "noise", i.e. similar molecules without biotic content.[*citation needed*]

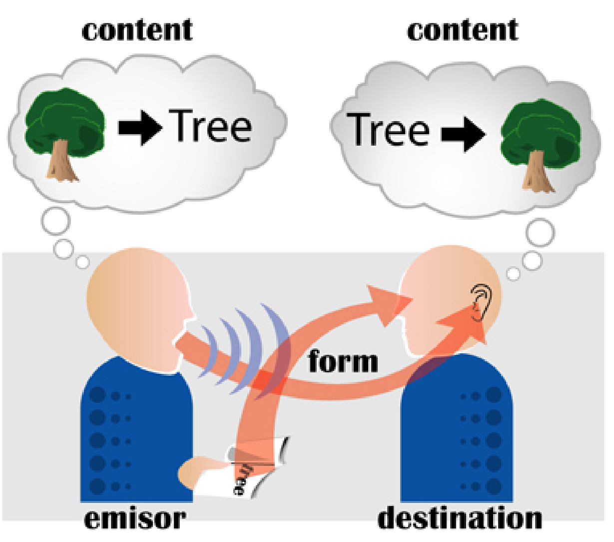
Bacteria quorum sensing

Communication is not a tool used only by humans, plants and animals, but it is also used by microorganisms like bacteria. The process is called quorum sensing. Through quorum sensing, bacteria are able to sense the density of cells, and regulate gene expression accordingly. This can be seen in both gram positive and gram negative bacteria. This was first observed by Fuqua *et al.* in marine microorganisms like *V. harveyi* and *V. fischeri*.[7]

Communication cycle

The first major model for communication was introduced by Claude Shannon and Warren Weaver for Bell Laboratories in 1949[8] The original model was designed to mirror the functioning of radio and telephone technologies. Their initial model consisted of three primary parts: sender, channel, and receiver. The sender was the part of a telephone a person spoke into, the channel was the telephone itself, and the receiver was the part of the phone where one could hear the other person. Shannon and Weaver also recognized that often there is static that interferes with one listening to a telephone conversation, which they deemed noise.


Shannon and Weaver Model of Communication



Communication major dimensions scheme

In a simple model, often referred to as the transmission model or standard view of communication, information or content (e.g. a message in natural language) is sent in some form (as spoken language) from an emisor/ sender/ encoder to a destination/ receiver/ decoder. This common conception of communication simply views communication as a means of sending and receiving information. The strengths of this model are simplicity, generality, and quantifiability. Social scientists Claude Shannon and Warren Weaver structured this model based on the following elements:

1. An information source, which produces a message.
2. A transmitter, which encodes the message into signals
3. A channel, to which signals are adapted for transmission
4. A receiver, which 'decodes' (reconstructs) the message from the signal.

5. A destination, where the message arrives.

Shannon and Weaver argued that there were three levels of problems for communication within this theory.

The technical problem: how accurately can the message be transmitted?

The semantic problem: how precisely is the meaning 'conveyed'?

The effectiveness problem: how effectively does the received meaning affect behavior?

Daniel Chandler[9] critiques the transmission model by stating:

It assumes communicators are isolated individuals.

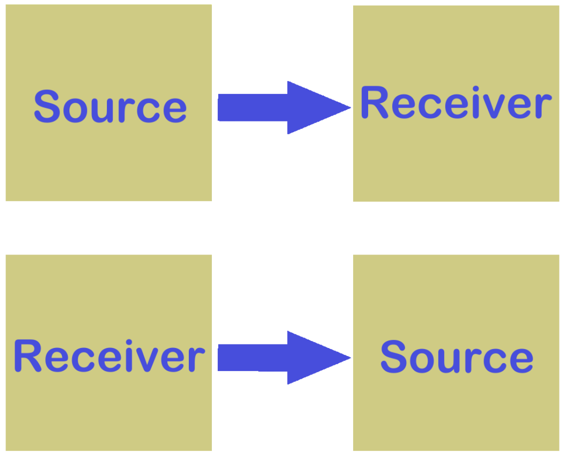
No allowance for differing purposes.

No allowance for differing interpretations.

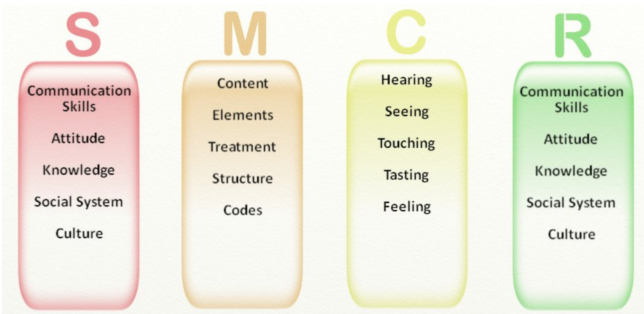
No allowance for unequal power relations.

No allowance for situational contexts.

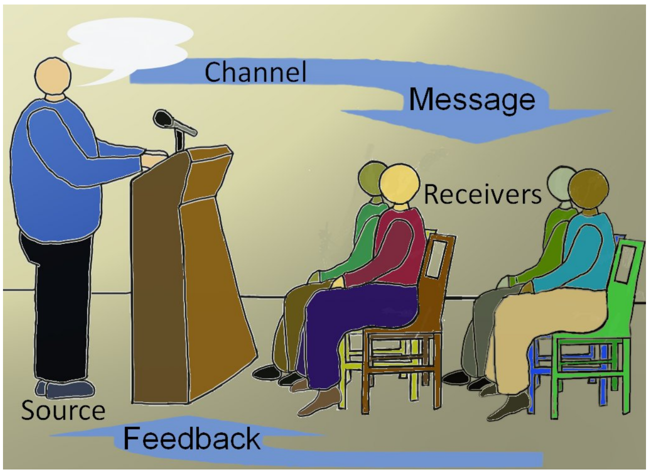
In 1960, David Berlo expanded on Shannon and Weaver's (1949) linear model of communication and created the SMCR Model of Communication.[10] The Sender-Message-Channel-Receiver Model of communication separated the model into clear parts and has been expanded upon by other scholars.



Interactional Model of Communication



Berlo's Sender-Message-Channel-Receiver Model of Communication



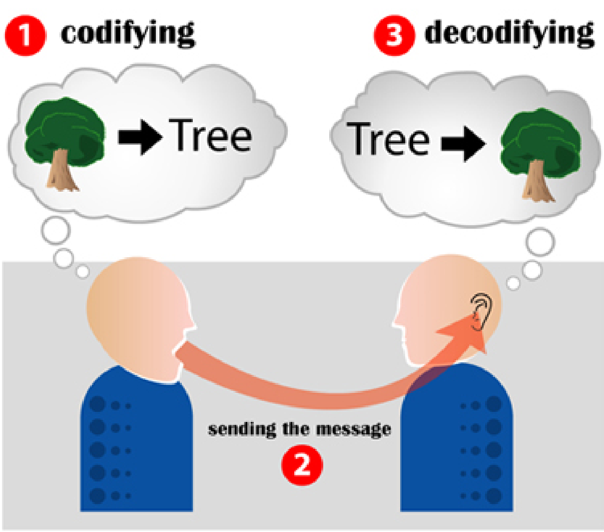
Transactional Model of Communication

Communication is usually described along a few major dimensions: Message (what type of things are communicated), source / emisor / sender / encoder (by whom), form (in which form), channel (through which medium), destination / receiver / target / decoder (to whom), and Receiver. Wilbur Schram (1954) also indicated that we should also examine the impact that a message has (both desired and undesired) on the target of the message.[11] Between parties, communication includes acts that confer knowledge and experiences, give advice and commands, and ask questions. These acts may take many forms, in one of the various manners of communication. The form depends on the abilities of the group communicating. Together, communication content and form make messages that are sent towards a destination. The target can be oneself, another person or being, another entity (such as a corporation or group of beings).

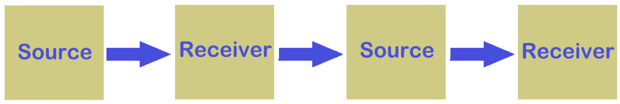
Communication can be seen as processes of information transmission governed by three levels of semiotic rules:

1. Syntactic (formal properties of signs and symbols),
2. Pragmatic (concerned with the relations between signs/expressions and their users) and
3. Semantic (study of relationships between signs and symbols and what they represent).

Therefore, communication is social interaction where at least two interacting agents share a common set of signs and a common set of semiotic rules. This commonly held rule in some sense ignores autocommunication, including intrapersonal communication via diaries or self-talk, both secondary phenomena that followed the primary acquisition of communicative competences within social interactions.



Communication code scheme



Linear Communication Model

In light of these weaknesses, Barnlund (2008) proposed a transactional model of communication.[12] The basic premise of the transactional model of communication is that individuals are simultaneously engaging in the sending and receiving of messages.

In a slightly more complex form a sender and a receiver are linked reciprocally. This second attitude of communication, referred to as the constitutive model or constructionist view, focuses on how an individual communicates as the determining factor of the way the message will be interpreted. Communication is viewed as a conduit; a passage in which information travels from one individual to another and this information becomes separate from the communication itself. A particular instance of communication is called a speech act. The sender's personal filters and the receiver's personal filters may vary depending upon different regional traditions, cultures, or gender; which may alter the intended meaning of message contents. In the presence of "communication noise" on the transmission channel (air, in this case), reception and decoding of content may be faulty, and thus the speech act may not achieve the desired effect. One problem with this encode-transmit-receive-decode model is that the processes of encoding and decoding imply that the sender and receiver each possess something that functions as a codebook, and that these two code books are, at the very least, similar if not identical. Although something like code books is implied by the model, they are nowhere represented in the model, which creates many conceptual difficulties.

Theories of coregulation describe communication as a creative and dynamic continuous process, rather than a discrete exchange of information. Canadian media scholar Harold Innis had the theory that people use different types of media to communicate and which one they choose to use will offer different possibilities for the shape and durability of society (Wark, McKenzie 1997). His famous example of this is using ancient Egypt and looking at the ways they built themselves out of media with very different properties stone and papyrus. Papyrus is what he called 'Space Binding'. it made possible the transmission of written orders across space, empires and enables the waging of distant military campaigns and colonial administration. The other is stone and 'Time Binding', through the construction of temples and the pyramids can sustain their authority generation to generation, through this media they can change and shape communication in their society (Wark, McKenzie 1997).

Communication noise

In any communication model, noise is interference with the decoding of messages sent over a channel by an encoder. There are many examples of noise:

Environmental noise

Noise that physically disrupts communication, such as standing next to loud speakers at a party, or the noise from a construction site next to a classroom making it difficult to hear the professor.

Physiological-impairment noise

Physical maladies that prevent effective communication, such as actual deafness or blindness preventing messages from being received as they were intended.

Semantic noise

Different interpretations of the meanings of certain words. For example, the word "weed" can be interpreted as an undesirable plant in a yard, or as a euphemism for marijuana.

Syntactical noise

Mistakes in grammar can disrupt communication, such as abrupt changes in verb tense during a sentence.

Organizational noise

Poorly structured communication can prevent the receiver from accurate interpretation. For example, unclear and badly stated directions can make the receiver even more lost.

Cultural noise

Stereotypical assumptions can cause misunderstandings, such as unintentionally offending a non-Christian person by wishing them a "Merry Christmas".

Psychological noise

Certain attitudes can also make communication difficult. For instance, great anger or sadness may cause someone to lose focus on the present moment. Disorders such as Autism may also severely hamper effective communication.[13]

References

[1] de Valenzuela, Julia Scherba. (1992). American Speech-Language-Hearing Association (ASHA): Guidelines for Meeting the Communication Needs of Persons With Severe Disabilities (http://www.asha.org/policy/GL1992-00201.htm)
[2] Convention on the Rights of Persons with Disabilities, Article 2, Definition
[3] Mehrabian, A. (1972). Nonverbal communication. Transaction Publishers.
[4] Heyman, Richard. Why Didn't You Say That in the First Place? How to Be Understood at Work.
[5] Robbins, S., Judge, T., Millett, B., & Boyle, M. (2011). Organisational Behaviour. 6th ed. Pearson, French's Forest, NSW p315-317.
[6] What Should Be Included in a Project Plan (http://www.pmhut.com/what-should-be-included-in-a-project-plan) - Retrieved December 18th, 2009
[7] Anand, Sandhya. *Quorum Sensing- Communication Plan For Microbes* (http://www.biotecharticles.com/Biology-Article/Quorum-Sensing-Communication-Plan-For-Microbes-517.html). Article dated 2010-12-28, retrieved on 2012-04-03.
[8] Shannon, C. E., & Weaver, W. (1949). *The mathematical theory of communication*. Urbana, Illinois: University of Illinois Press
[9] Daniel Chandler, "The Transmission Model of Communication", Aber.ac.uk (http://www.aber.ac.uk/media/Documents/short/trans.html)
[10] Berlo, D. K. (1960). *The process of communication*. New York, New York: Holt, Rinehart, & Winston.
[11] Schramm, W. (1954). How communication works. In W. Schramm (Ed.), *The process and effects of communication* (pp. 3–26). Urbana, Illinois: University of Illinois Press.

[12] Barnlund, D. C. (2008). A transactional model of communication. In. C. D. Mortensen (Eds.), *Communication theory* (2nd ed., pp47-57). New Brunswick, New Jersey: Transaction.
[13] Roy M. Berko, et al., Communicating. 11th ed. (Boston, MA: Pearson Education, Inc., 2010) 9-12

Further reading

- Innis, Harold. *Empire and Communications*. Rev. by Mary Q. Innis; foreword by Marshall McLuhan. Toronto, Ont.: University of Toronto Press, 1972. xii, 184 p. *N.B.*: "Here he [i.e. Innis] develops his theory that the history of empires is determined to a large extent by their means of communication."—From the back cover of the book's pbk. ed. ISBN 0-8020-6119-2 pbk

Marketing

Marketing
Key concepts
• Product marketing • Pricing • Distribution • Service • Retail • Brand management • Brand licensing • Account-based marketing • Ethics • Effectiveness • Research • Segmentation • Strategy • Activation • Management • Dominance • Marketing operations • Social marketing • Identity
Promotional contents
• Advertising • Branding • Underwriting spot • Direct marketing • Personal sales • Product placement • Publicity • Sales promotion • Sex in advertising • Loyalty marketing • Mobile marketing • Premiums • Prizes

• Corporate anniversary • On Hold Messaging
Promotional media
• Printing • Publication • Broadcasting • Out-of-home advertising • Internet • Point of sale • Merchandise • Digital marketing • In-game advertising • Product demonstration • Word-of-mouth • Brand ambassador • Drip marketing • Visual merchandising

Marketing is the process of communicating the value of a product or service to customers, for the purpose of selling that product or service.

From a societal point of view, marketing is the link between a society's material requirements and its economic patterns of response. Marketing satisfies these needs and wants through exchange processes and building long term relationships. Marketing can be looked at as an organizational function and a set of processes for creating, delivering and communicating value to customers, and managing customer relationships in ways that also benefit the organization and its shareholders. Marketing is the science of choosing target markets through market analysis and market segmentation, as well as understanding consumer buying behavior and providing superior customer value.

There are five competing concepts under which organizations can choose to operate their business; the production concept, the product concept, the selling concept, the marketing concept, and the holistic marketing concept. The four components of holistic marketing are relationship marketing, internal marketing, integrated marketing, and socially responsive marketing. The set of engagements necessary for successful marketing management includes, capturing marketing insights, connecting with customers, building strong brands, shaping the market offerings, delivering and communicating value, creating long-term growth, and developing marketing strategies and plans.[1]

Marketing concepts

Earlier approaches

The marketing orientation evolved from earlier orientations, namely, the production orientation, the product orientation and the selling orientation.

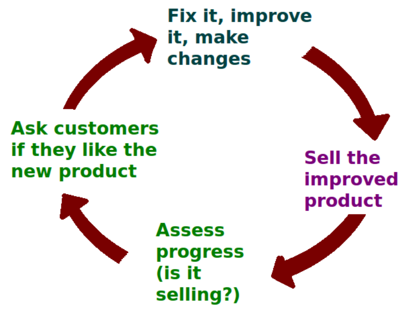
Orientation	Profit driver	Western European timeframe	Description
Production	Production methods	until the 1950s	A firm focusing on a production orientation specializes in producing as much as possible of a given product or service. Thus, this signifies a firm exploiting economies of scale until the minimum efficient scale is reached. A production orientation may be deployed when a high demand for a product or service exists, coupled with a good certainty that consumer tastes will not rapidly alter (similar to the sales orientation).
Product	Quality of the product	until the 1960s	A firm employing a product orientation is chiefly concerned with the quality of its own product. A firm would also assume that as long as its product was of a high standard, people would buy and consume the product.
Selling	Selling methods	1950s and 1960s	A firm using a sales orientation focuses primarily on the selling/promotion of a particular product, and not determining new consumer desires as such. Consequently, this entails simply selling an already existing product, and using promotion techniques to attain the highest sales possible. Such an orientation may suit scenarios in which a firm holds dead stock, or otherwise sells a product that is in high demand, with little likelihood of changes in consumer tastes that would diminish demand.
Marketing	Needs and wants of customers	1970s to the present day	The **'marketing orientation'** is perhaps the most common orientation used in contemporary marketing. It involves a firm essentially basing its marketing plans around the marketing concept, and thus supplying products to suit new consumer tastes. As an example, a firm would employ market research to gauge consumer desires, use R&D (research and development) to develop a product attuned to the revealed information, and then utilize promotion techniques to ensure persons know the product exists.
Holistic Marketing	Everything matters in marketing	21st century	The holistic marketing concept looks at marketing as a complex activity and acknowledges that everything matters in marketing - and that a broad and integrated perspective is necessary in developing, designing and implementing marketing programs and activities. The four components that characterize holistic marketing are relationship marketing, internal marketing, integrated marketing, and socially responsive marketing.

Contemporary approaches

Recent approaches in marketing include *relationship marketing* with focus on the customer, *business marketing* or *industrial marketing* with focus on an organization or institution and *social marketing* with focus on benefits to society. New forms of marketing also use the internet and are therefore called *internet marketing* or more generally *e-marketing*, *online marketing*, "digital marketing", search engine marketing, or *desktop advertising*. It attempts to perfect the segmentation strategy used in traditional marketing. It targets its audience more precisely, and is sometimes called personalized marketing or one-to-one marketing. Internet marketing is sometimes considered to be broad in scope, because it not only refers to marketing on the Internet, but also includes marketing done via e-mail, wireless media as well as driving audience from traditional marketing methods like radio and billboard to internet properties or landing page.

Orientation	Profit driver	Western European timeframe	Description
Relationship marketing / Relationship management	Building and keeping good customer relations	1960s to present day	Emphasis is placed on the whole relationship between suppliers and customers. The aim is to provide the best possible customer service and build customer loyalty.
Business marketing / Industrial marketing	Building and keeping relationships between organizations	1980s to present day	In this context, marketing takes place between businesses or organizations. The product focus lies on industrial goods or capital goods rather than consumer products or end products. Different forms of marketing activities, such as promotion, advertising and communication to the customer are used.
Societal marketing	Benefit to society	1990s to present day	Similar characteristics to marketing orientation but with the added proviso that there will be a curtailment of any harmful activities to society, in either product, production, or selling methods.
Branding	Brand value	1980s to present day	In this context, "branding" refers to the main company philosophy and marketing is considered to be an instrument of branding philosophy.

Customer orientation



Constructive criticism helps marketers adapt offerings to meet changing customer needs.

A firm in the market economy survives by producing goods that persons are willing and able to buy. Consequently, ascertaining consumer demand is vital for a firm's future viability and even existence as a going concern. Many companies today have a customer focus (or market orientation). This implies that the company focuses its activities and products on consumer demands. Generally, there are three ways of doing this: the customer-driven approach, the market change identification approach and the product innovation approach[*citation needed*].

In the consumer-driven approach, consumer wants are the drivers of all strategic marketing decisions. No strategy is pursued until it passes the test of consumer research. Every aspect of a market offering, including the nature of the product itself, is driven by the needs of potential consumers. The starting point is always the consumer. The rationale for this approach is that there is no reason to spend R&D (research and development) funds developing products that people will not buy. History attests to many products that were commercial failures in spite of being technological breakthroughs.[2]

A formal approach to this customer-focused marketing is known as ***SIVA*** (Solution, Information, Value, Access). This system is basically the four Ps renamed and reworded to provide a customer focus. The SIVA Model provides a demand/customer-centric alternative to the well-known 4Ps supply side model (product, price, placement, promotion) of marketing management.

Product	→	Solution
Promotion	→	Information
Price	→	Value
Place (Distribution)	→	Access

If any of the 4Ps were problematic or were not in the marketing factor of the business, the business could be in trouble and so other companies may appear in the surroundings of the company, so the consumer demand on its products will decrease. However, in recent years service marketing has widened the domains to be considered, contributing to the 7P's of marketing in total. The other 3P's of service marketing are: process, physical environment and people.

Some consider there to be a fifth "P": positioning. *See* Positioning (marketing).

Some qualifications or caveats for customer focus exist. They do not invalidate or contradict the principle of customer focus; rather, they simply add extra dimensions of awareness and caution to it.

The work of Christensen and colleagues on disruptive technology has produced a theoretical framework that explains the failure of firms not because they were technologically inept (often quite the opposite), but because the value networks in which they profitably operated included customers who could not value a disruptive innovation at the time and capability state of its emergence and thus actively dissuaded the firms from developing it. The lessons drawn from this work include:

- Taking customer focus with a grain of salt, treating it as only a subset of one's corporate strategy rather than the sole driving factor. This means looking beyond current-state customer focus to predict what customers will be demanding some years in the future, even if they themselves discount the prediction.
- Pursuing new markets (thus new value networks) when they are still in a commercially inferior or unattractive state, simply because their potential to grow and intersect with established markets and value networks looks like a likely bet. This may involve buying stakes in the stock of smaller firms, acquiring them outright, or incubating small, financially distinct units within one's organization to compete against them.

Other caveats of customer focus are:

- The extent to which what customers *say* they want does not match their purchasing decisions. Thus surveys of customers might claim that 70% of a restaurant's customers want healthier choices on the menu, but only 10% of them actually buy the new items once they are offered. This might be acceptable except for the extent to which those items are money-losing propositions for the business, bleeding red ink. A lesson from this type of situation is to be smarter about the true test validity of instruments like surveys. A corollary argument is that "truly understanding customers sometimes means understanding them better than they understand themselves." Thus one could argue that the principle of customer focus, or being close to the customers, is not violated here—just expanded upon.
- The extent to which customers are currently ignorant of what one might argue they *should* want—which is dicey because whether it can be acted upon affordably depends on whether or how soon the customers will learn, or be convinced, otherwise. IT hardware and software capabilities and automobile features are examples. Customers who in 1997 said that they would not place any value on internet browsing capability on a mobile phone, or 6% better fuel efficiency in their vehicle, might say something different today, because the value proposition of those opportunities has changed.

Organizational orientation

In this sense, a firm's marketing department is often seen as of prime importance within the functional level of an organization. Information from an organization's marketing department would be used to guide the actions of other departments within the firm. As an example, a marketing department could ascertain (via marketing research) that consumers desired a new type of product, or a new usage for an existing product. With this in mind, the marketing department would inform the R&D (research and development) department to create a prototype of a product or service based on the consumers' new desires.

The production department would then start to manufacture the product, while the marketing department would focus on the promotion, distribution, pricing, etc. of the product. Additionally, a firm's finance department would be consulted, with respect to securing appropriate funding for the development, production and promotion of the product. Inter-departmental conflicts may occur, should a firm adhere to the marketing orientation. Production may oppose the installation, support and servicing of new capital stock, which may be needed to manufacture a new product. Finance may oppose the required capital expenditure, since it could undermine a healthy cash flow for the organization.[*citation needed*]

Herd behavior

Herd behavior in marketing is used to explain the dependencies of customers' mutual behavior. *The Economist* reported a recent conference in Rome on the subject of the simulation of adaptive human behavior. It shared mechanisms to increase impulse buying and get people "to buy more by playing on the herd instinct." The basic idea is that people will buy more of products that are seen to be popular, and several feedback mechanisms to get product popularity information to consumers are mentioned, including smart card technology and the use of Radio Frequency Identification Tag technology. A "swarm-moves" model was introduced by a Florida Institute of Technology researcher, which is appealing to supermarkets because it can "increase sales without the need to give people discounts." Other recent studies on the "power of social influence" include an "artificial music market in which some 19,000 people downloaded previously unknown songs" (Columbia University, New York); a Japanese chain of convenience stores which orders its products based on "sales data from department stores and research companies;" a Massachusetts company exploiting knowledge of social networking to improve sales; and online retailers such as Amazon.com who are increasingly informing customers about which products are popular with like-minded customers.

Further orientations

- An emerging area of study and practice concerns *internal marketing*, or how employees are trained and managed to deliver the brand in a way that positively impacts the acquisition and retention of customers, see also *employer branding*.
- *Diffusion of innovations* research explores how and why people adopt new products, services, and ideas.
- With consumers' eroding attention span and willingness to give time to advertising messages, marketers are turning to forms of *permission marketing* such as *branded content*, *custom media* and *reality marketing*.

Marketing research

Marketing research involves conducting research to support marketing activities, and the statistical interpretation of data into information. This information is then used by managers to plan marketing activities, gauge the nature of a firm's marketing environment and attain information from suppliers. Marketing researchers use statistical methods such as quantitative research, qualitative research, hypothesis tests, Chi-squared tests, linear regression, correlations, frequency distributions, poisson distributions, binomial distributions, etc. to interpret their findings and convert data into information. The marketing research process spans a number of stages, including the definition of a problem, development of a research plan, collection and interpretation of data and disseminating information formally in the form of a report. The task of marketing research is to provide management with relevant, accurate, reliable, valid, and current information.

A distinction should be made between ***marketing research*** and ***market research***. Market research pertains to research in a given market. As an example, a firm may conduct research in a target market, after selecting a suitable market segment. In contrast, marketing research relates to all research conducted within marketing. Thus, market research is a subset of marketing research.

Marketing environment

Staying ahead of the consumer is an important part of a marketer's job. It is important to understand the "marketing environment" in order to comprehend the consumers concerns, motivations and to adjust the product according to the consumers needs. Marketers use the process of *marketing environmental scans*, which continually acquires information on events occurring out side the organization to identify trends, opportunities and threats to a business. The six key elements of a marketing scan are the *demographic forces*, *socio-cultural forces*, *economic forces*, *regulatory forces*, *competitive forces*, and *technological forces*. Marketers must look at where the threats and opportunities stem from in the world around the consumer to maintain a productive and profitable business.

The **market environment** is a marketing term and refers to factors and forces that affect a firm’s ability to build and maintain successful relationships with customers.Three levels of the environment are: Micro (internal) environment - forces within the company that affect its ability to serve its customers. Meso environment – the industry in which a company operates and the industry’s market(s). Macro (national) environment - larger societal forces that affect the microenvironment.

Market segmentation

Market segmentation pertains to the division of a market of consumers into persons with similar needs and wants. For instance, Kellogg's cereals, Frosties are marketed to children. Crunchy Nut Cornflakes are marketed to adults. Both goods denote two products which are marketed to two distinct groups of persons, both with similar needs, traits, and wants. In another example, Sun Microsystems can use market segmentation to classify its clients according to their promptness to adopt new products.[3]

Market segmentation allows for a better allocation of a firm's finite resources. A firm only possesses a certain amount of resources. Accordingly, it must make choices (and incur the related costs) in servicing specific groups of consumers. In this way, the diversified tastes of contemporary Western consumers can be served better. With growing diversity in the tastes of modern consumers, firms are taking note of the benefit of servicing a multiplicity of new markets.

Market segmentation can be viewed as a key dynamic in interpreting and executing a logical perspective of Strategic Marketing Planning. The manifestation of this process is considered by many traditional thinkers to include the following;***S****egmenting*, ***T****argeting* and ***P****ositioning*.

Types of market research

Market research, as a sub-set aspect of marketing activities, can be divided into the following parts:

- Primary research (also known as field research), which involves the conduction and compilation of research for a specific purpose.
- Secondary research (also referred to as desk research), initially conducted for one purpose, but often used to support another purpose or end goal.

By these definitions, an example of primary research would be market research conducted into health foods, which is used *solely* to ascertain the needs/wants of the target market for health foods. Secondary research in this case would be research pertaining to health foods, but used by a firm wishing to develop an unrelated product.

Primary research is often expensive to prepare, collect and interpret from data to information. Nevertheless, while secondary research is relatively inexpensive, it often can become outdated and outmoded, given that it is used for a purpose other than the one for which it was intended. Primary research can also be broken down into quantitative research and qualitative research, which, as the terms suggest, pertain to numerical and non-numerical research methods and techniques, respectively. The appropriateness of each mode of research depends on whether data can be quantified (quantitative research), or whether subjective, non-numeric or abstract concepts are required to be studied (qualitative research).

There also exist additional modes of marketing research, which are:

- Exploratory research, pertaining to research that investigates an assumption.
- Descriptive research, which, as the term suggests, describes "what is".
- Predictive research, meaning research conducted to predict a future occurrence.
- Conclusive research, for the purpose of deriving a conclusion via a research process.

Marketing planning

The ***marketing planning*** process involves forging a plan for a firm's marketing activities. A marketing plan can also pertain to a specific product, as well as to an organization's overall marketing strategy. Generally speaking, an organization's marketing planning process is derived from its overall business strategy. Thus, when top management are devising the firm's strategic direction or mission, the intended marketing activities are incorporated into this plan. There are several levels of marketing objectives within an organization. The senior management of a firm would formulate a general business strategy for a firm. However, this general business strategy would be interpreted and implemented in different contexts throughout the firm.

Marketing strategy

The field of marketing strategy considers the total marketing environment and its impacts on a company or product or service. The emphasis is on "an in depth understanding of the market environment, particularly the competitors and customers."[4]

A given firm may offer numerous products or services to a marketplace, spanning numerous and sometimes wholly unrelated industries. Accordingly, a plan is required in order to effectively manage such products. Evidently, a company needs to weigh up and ascertain how to utilize its finite resources. For example, a start-up car manufacturing firm would face little success should it attempt to rival Toyota, Ford, Nissan, Chevrolet, or any other large global car maker. Moreover, a product may be reaching the end of its life-cycle. Thus, the issue of divest, or a ceasing of production, may be made. Each scenario requires a unique marketing strategy. Listed below are some prominent marketing strategy models.

A marketing strategy differs from a marketing tactic in that a strategy looks at the longer term view of the products, goods, or services being marketed. A tactic refers to a shorter term view. Therefore, the mailing of a postcard or sales letter would be a tactic, but changing marketing channels of distribution, changing the pricing, or promotional elements used would be considered a strategic change.

Buying behavior

A marketing firm must ascertain the nature of customers' buying behavior if it is to market its product properly. In order to entice and persuade a consumer to buy a product, marketers try to determine the behavioral process of how a given product is purchased. Buying behavior is usually split into two prime strands, whether selling to the consumer, known as business-to-consumer (B2C), or to another business, known as business-to-business (B2B).

B2C buying behavior

This mode of behavior concerns consumers and their purchase of a given product. For example, if one imagines a pair of sneakers, the desire for a pair of sneakers would be followed by an information search on available types/brands. This may include perusing media outlets, but most commonly consists of information gathered from family and friends. If the information search is insufficient, the consumer may search for alternative means to satisfy the need/want. In this case, this may mean buying leather shoes, sandals, etc. The purchase decision is then made, in which the consumer actually buys the product. Following this stage, a post-purchase evaluation is often conducted, comprising an appraisal of the value/utility brought by the purchase of the sneakers. If the value/utility is high, then a repeat purchase may be made. This could then develop into consumer loyalty to the firm producing the sneakers.

B2B buying behavior

Relates to organizational/industrial buying behavior. Business buy either wholesale from other businesses or directly from the manufacturer in contracts or agreements. B2B marketing involves one business marketing a product or service to another business. B2C and B2B behavior are not precise terms, as similarities and differences exist, with some key differences listed below:

In a straight re-buy, the fourth, fifth and sixth stages are omitted. In a modified re-buy scenario, the fifth and sixth stages are precluded. In a new buy, all stages are conducted.

Use of technologies

Marketing management can also rely on various technologies within the scope of its marketing efforts. Computer-based information systems can be employed, aiding in better processing and storage of data. Marketing researchers can use such systems to devise better methods of converting data into information, and for the creation of enhanced data gathering methods. Information technology can aid in enhancing an MKIS' software and hardware components, and improve a company's marketing decision-making process.

In recent years, the notebook personal computer has gained significant market share among laptops, largely due to its more user-friendly size and portability. Information technology typically progresses at a fast rate, leading to marketing managers being cognizant of the latest technological developments. Moreover, the launch of smartphones into the cellphone market is commonly derived from a demand among consumers for more technologically advanced products. A firm can lose out to competitors should it ignore technological innovations in its industry.

Technological advancements can lessen barriers between countries and regions. Using the World Wide Web, firms can quickly dispatch information from one country to another without much restriction. Prior to the mass usage of the Internet, such transfers of information would have taken longer to send, especially if done via snail mail, telex, etc.

Recently, there has been a large emphasis on data analytics. Data can be mined from various sources such as online forms, mobile phone applications and more recently, social media.

Services marketing

Services marketing relates to the marketing of services, as opposed to tangible products. A service (as opposed to a good) is typically defined as follows:

- The use of it is inseparable from its purchase (i.e., a service is used and consumed simultaneously)
- It does not possess material form, and thus cannot be touched, seen, heard, tasted, or smelled.
- The use of a service is inherently subjective, meaning that several persons experiencing a service would each experience it uniquely.

For example, a train ride can be deemed a service. If one buys a train ticket, the use of the train is typically experienced concurrently with the purchase of the ticket. Although the train is a physical object, one is not paying for the permanent ownership of the tangible components of the train.

Services (compared with goods) can also be viewed as a spectrum. Not all products are either pure goods or pure services. An example would be a restaurant, where a waiter's service is intangible, but the food is tangible.

References

[1] Kotler, Philip & Keller, L. Kevin (2012). Marketing Management 14e. Pearson Education Limited 2012
[2] "Marketing Management: Strategies and Programs", Guiltinan et al., McGraw Hill/Irwin, 1996
[3] D.S. Hochbaum, E. Moreno-Centeno, P. Yelland, and R.A. Catena. Rating Customers According to Their Promptness to Adopt New Products (http://or.journal.informs.org/content/59/5/1171.short), Operations Research 59(5): 1171-1183, 2011
[4] Developing Business Strategies, David A. Acker, John Wiley and Sons, 1988

Bibliography

Works cited

- Christensen, Clayton M. (1997), *The innovator's dilemma: when new technologies cause great firms to fail* (http://books.google.com/books/about/?id=SIexi_qgq2gC), Boston, Massachusetts, USA: Harvard Business School Press, ISBN 978-0-87584-585-2.

Propaganda

Propaganda is a form of communication aimed towards influencing the attitude of the community toward some cause or position by presenting only one side of an argument. Propaganda statements may be partly false and partly true. Propaganda is usually repeated and dispersed over a wide variety of media in order to create the chosen result in audience attitudes.

French propaganda painting *Napoleon Crossing the Alps* (1805), a romantic depiction by Jacques-Louis David during the Napoleonic Wars.

As opposed to impartially providing information, propaganda, in its most basic sense, presents information primarily to influence an audience. Propaganda often presents facts selectively (thus possibly lying by omission) to encourage a particular synthesis, or uses loaded messages to produce an emotional rather than rational response to the information presented. The desired result is a change of the attitude toward the subject in the target audience to further a political, religious or commercial agenda. Propaganda can be used as a form of ideological or commercial warfare.

While the term propaganda has acquired a strongly negative connotation by association with its most manipulative and jingoistic examples (e.g. Nazi propaganda used to justify the Holocaust), propaganda in its original sense was neutral, and could refer to uses that were generally benign or innocuous, such as public health recommendations, signs encouraging citizens to participate in a census or election, or messages encouraging persons to report crimes to law enforcement, among others.

American recruiting poster from World War I depicting Uncle Sam, the personification of the United States.

Etymology

The term comes from modern Latin.[1] Originally this word derived from a new administrative body of the Catholic Church (congregation) created in 1622, called the *Congregatio de Propaganda Fide* (*Congregation for Propagating the Faith*), or informally simply *Propaganda*.[2][3] Its activity consisted was aimed at "propagating" the Catholic faith in non-Catholic countries.

From the 1790s, the term began being used also for *propaganda* in secular activities. The term began taking a pejorative connotation in the mid-19th century, when it was used in the political sphere.

Painting from 1918 during the Russian Civil War period, depicting Red Army leader Leon Trotsky as a modern-day Saint George of communism slaying the dragon, which with the top hat with the word "counterrevolution" in Russian.

1935 poster of Manchukuo promoting harmony between Japanese, Chinese, and Manchu. The caption, written from right to left, says: "With the help of Japan, China, and Manchukuo, the world can be in peace." The flags shown are, left to right: the flag of Manchukuo; the flag of Japan; the "Five Races Under One Union" flag.

Types

Poster of the 19th-century Scandinavist movement

Defining propaganda has always been a problem. The main difficulties have involved differentiating propaganda from other types of persuasion, and avoiding an "if they do it then that's propaganda, while if we do it then that's information and education" biased approach. Garth Jowett and Victoria O'Donnell have provided a concise, workable definition of the term: "Propaganda is the deliberate, systematic attempt to shape perceptions, manipulate cognitions, and direct behavior to achieve a response that furthers the desired intent of the propagandist."[4] More comprehensive is the description by Richard Alan Nelson: "Propaganda is neutrally defined as a systematic form of purposeful persuasion that attempts to influence the emotions, attitudes, opinions, and actions of specified target audiences for ideological, political or commercial purposes through the controlled transmission of one-sided messages (which may or may not be factual) via mass and direct media channels. A propaganda organization employs propagandists who engage in propagandism—the applied creation and distribution of such forms of persuasion."[5]

Both definitions focus on the communicative process involved — or more precisely, on the purpose of the process, and allow "propaganda" to be considered objectively and then interpreted as positive or negative behavior depending on the perspective of the viewer or listener.

Propaganda is generally an appeal to emotion, not intellect.[*citation needed*] It shares techniques with advertising and public relations, each of which can be thought of as propaganda that promotes a commercial product or shapes the perception of an organization, person, or brand. In post–World War II usage the word "propaganda" more typically refers to political or nationalist uses of these techniques or to the promotion of a set of ideas, since the term had gained a pejorative meaning. The refusal phenomenon was eventually to be seen in politics itself by the substitution of "political marketing" and other designations for "political propaganda".

Propaganda was often used to influence opinions and beliefs on religious issues, particularly during the split between the Roman Catholic Church and the Protestant churches. Propaganda has become more common in political contexts, in particular to refer to certain efforts sponsored by governments, political groups, but also often covert interests. In the early 20th century, propaganda was exemplified in the form of party slogans. Also in the early 20th century the term *propaganda* was used by the founders of the nascent public relations industry to refer to their activities. This usage died out around the time of World War II, as the industry started to avoid the word, given the pejorative connotation it had acquired.

Literally translated from the Latin gerundive as "things that must be disseminated", in some cultures the term is neutral or even positive, while in others the term has acquired a strong negative connotation. The connotations of the term "propaganda" can also vary over time. For example, in Portuguese and some Spanish language speaking countries, particularly in the Southern Cone, the word "propaganda" usually refers to the most common manipulative media — "advertising".

In English, *propaganda* was originally a neutral term for the dissemination of information in favor of any given cause. During the 20th century, however, the term acquired a thoroughly negative meaning in western countries, representing the intentional dissemination of often false, but certainly "compelling" claims to support or justify political actions or ideologies. This redefinition arose because[*citation needed*] both the Soviet Union and Germany's government under Hitler admitted explicitly to using propaganda favoring, respectively, communism and Nazism, in all forms of public expression. As these ideologies were repugnant to liberal western societies, the negative feelings toward them came to be projected into the word "propaganda" itself. However, Harold Lasswell observed, as early as 1928, that, "Propaganda has become an epithet of contempt and hate, and the propagandists have sought protective coloration in such names as 'public relations council,' 'specialist in public education,' 'public relations adviser.' "[6]

Anti-communist propaganda in a 1947 comic book published by the Catechetical Guild Educational Society warning of "the dangers of a Communist takeover".

Roderick Hindery argues[7] that propaganda exists on the political left, and right, and in mainstream centrist parties. Hindery further argues that debates about most social issues can be productively revisited in the context of asking "what is or is not propaganda?" Not to be overlooked is the link between propaganda, indoctrination, and terrorism/counterterrorism. He argues that threats to destroy are often as socially disruptive as physical devastation itself.

Propaganda also has much in common with public information campaigns by governments, which are intended to encourage or discourage certain forms of behavior (such as wearing seat belts, not smoking, not littering and so forth). Again, the emphasis is more political in propaganda. Propaganda can take the form of leaflets, posters, TV and radio broadcasts and can also extend to any other medium. In the case of the United States, there is also an important legal (imposed by law) distinction between advertising (a type of **overt propaganda**) and what the Government Accountability Office (GAO), an arm of the United States Congress, refers to as "covert propaganda".

Journalistic theory generally holds that news items should be objective, giving the reader an accurate background and analysis of the subject at hand. On the other hand, advertisements evolved from the traditional commercial advertisements to include also a new type in the form of paid articles or broadcasts disguised as news. These generally present an issue in a very subjective and often misleading light, primarily meant to persuade rather than inform. Normally they use only subtle propaganda techniques and not the more obvious ones used in traditional commercial advertisements. If the reader believes that a paid advertisement is in fact a news item, the message the advertiser is trying to communicate will be more easily "believed" or "internalized".

Such advertisements are considered obvious examples of "covert" propaganda because they take on the appearance of objective information rather than the appearance of propaganda, which is misleading. Federal law specifically mandates that any advertisement appearing in the format of a news item must state that the item is in fact a paid advertisement.

US Office for War Information poster implying that working less helped the Axis powers.

The propagandist seeks to change the way people understand an issue or situation for the purpose of changing their actions and expectations in ways that are desirable to the interest group. Propaganda, in this sense, serves as a corollary to censorship in which the same purpose is achieved, not by filling people's minds with approved information, but by preventing people from being confronted with opposing points of view. What sets propaganda apart from other forms of advocacy is the willingness of the propagandist to change people's understanding through deception and confusion rather than persuasion and understanding. The leaders of an organization know the information to be one sided or untrue, but this may not be true for the rank and file members who help to disseminate the propaganda.

Religion

More in line with the religious roots of the term, it is also used widely in the debates about new religious movements (NRMs), both by people who defend them and by people who oppose them. The latter pejoratively call these NRMs cults. Anti-cult activists and countercult activists accuse the leaders of what they consider cults of using propaganda extensively to recruit followers and keep them. Some social scientists, such as the late Jeffrey Hadden, and CESNUR affiliated scholars accuse ex-members of "cults" who became vocal critics and the anti-cult movement of making these unusual religious movements look bad without sufficient reasons.

Wartime

Propaganda is a powerful weapon in war; it is used to dehumanize and create hatred toward a supposed enemy, either internal or external, by creating a false image in the mind. This can be done by using derogatory or racist terms, avoiding some words or by making allegations of enemy atrocities. Most propaganda wars require the home population to feel the enemy has inflicted an injustice, which may be fictitious or may be based on facts. The home population must also decide that the cause of their nation is just.

Propaganda is also one of the methods used in psychological warfare, which may also involve false flag operations. The term propaganda may also refer to false information meant to reinforce the mindsets of people who already believe as the propagandist wishes. The assumption is that, if people believe something false, they will constantly be assailed by doubts. Since these doubts are unpleasant (see cognitive dissonance), people will be eager to have them extinguished, and are therefore receptive to the reassurances of those in power. For this reason *propaganda is often addressed to people who are already sympathetic to the agenda*. This process of reinforcement uses an individual's predisposition to self-select "agreeable" information sources as a mechanism for maintaining control.

Britannia arm-in-arm with Uncle Sam symbolizes the British-American alliance in World War I.

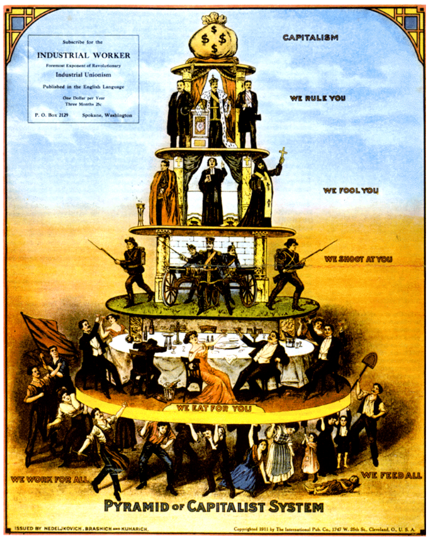
Propaganda can be classified according to the source and nature of the message. **White propaganda** generally comes from an openly identified source, and is characterized by gentler methods of persuasion, such as standard public relations techniques and one-sided presentation of an argument. **Black propaganda** is identified as being from one source, but is in fact from another. This is most commonly to disguise the true origins of the propaganda, be it from an enemy country or from an organization with a negative public image. **Grey propaganda** is propaganda without any identifiable source or author. A major application of grey propaganda is making enemies believe falsehoods using straw arguments: As phase one, to make someone believe "A", one releases as grey propaganda "B", the opposite of "A". In phase two, "B" is discredited using some strawman. The enemy will then assume "A" to be true.

In scale, these different types of propaganda can also be defined by the potential of true and correct information to compete with the propaganda. For example, opposition to white propaganda is often readily found and may slightly discredit the propaganda source. Opposition to grey propaganda, when revealed (often by an inside source), may create some level of public outcry. Opposition to black propaganda is often unavailable and may be dangerous to reveal, because public cognizance of black propaganda tactics and sources would undermine or backfire the very campaign the black propagandist supported.

Propaganda may be administered in insidious ways. For instance, disparaging disinformation about the history of certain groups or foreign countries may be encouraged or tolerated in the educational system. Since few people actually double-check what they learn at school, such disinformation will be repeated by journalists as well as parents, thus reinforcing the idea that the disinformation item is really a "well-known fact", even though no one repeating the myth is able to point to an authoritative source. The disinformation is then recycled in the media and in the educational system, without the need for direct governmental intervention on the media. Such permeating propaganda may be used for political goals: by giving citizens a false impression of the quality or policies of their country, they may be incited to reject certain proposals or certain remarks or ignore the experience of others.

In the Soviet Union during the Second World War, the propaganda designed to encourage civilians was controlled by Stalin, who insisted on a heavy-handed style that educated audiences easily saw was inauthentic. On the other hand the unofficial rumours about German atrocities were well founded and convincing.[8]

Techniques

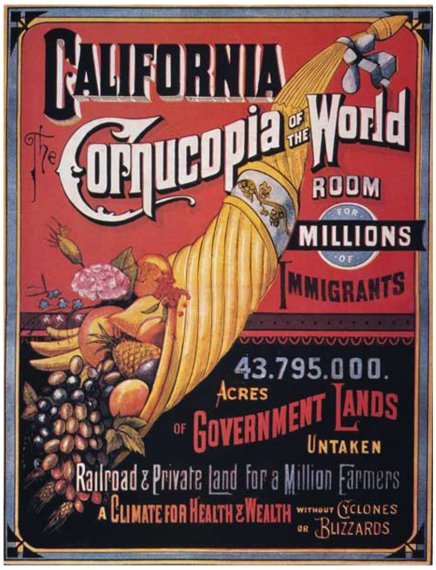


Anti-capitalist propaganda

Common media for transmitting propaganda messages include news reports, government reports, historical revision, junk science, books, leaflets, movies, radio, television, and posters. Less common nowadays are letter post envelopes examples of which of survive from the time of the American Civil War. (Connecticut Historical Society; Civil War Collections; Covers.) In principle any thing that appears on a poster can be produced on a reduced scale on a pocket-style envelope with corresponding proportions to the poster. The case of radio and television, propaganda can exist on news, current-affairs or talk-show segments, as **advertising** or public-service **announce "spots"** or as long-running **advertorials**. Propaganda campaigns often follow a strategic transmission pattern to indoctrinate the target group. This may begin with a simple transmission such as a leaflet dropped from a plane or an advertisement. Generally these messages will contain directions on how to obtain more information, via a web site, hot line, radio program, etc (as it is seen also for selling purposes among other goals). The strategy intends to initiate the individual from information recipient to information seeker through reinforcement, and then from information seeker to opinion leader through indoctrination.

A number of techniques based in social psychological research are used to generate propaganda. Many of these same techniques can be found under logical fallacies, since propagandists use arguments that, while sometimes convincing, are not necessarily valid.

Some time has been spent analyzing the means by which the propaganda messages are transmitted. That work is important but it is clear that information dissemination strategies become propaganda strategies only when coupled with *propagandistic messages*. Identifying these messages is a necessary prerequisite to study the methods by which those messages are spread. Below are a number of techniques for generating propaganda:



Propaganda to urge immigrants to move to California, 1876

Ad hominem

A Latin phrase that has come to mean attacking one's opponent, as opposed to attacking their arguments.

Ad nauseam

This argument approach uses tireless repetition of an idea. An idea, especially a simple slogan, that is repeated enough times, may begin to be taken as the truth. This approach works best when media sources are limited or controlled by the propagator.

Appeal to authority

Appeals to authority cite prominent figures to support a position, idea, argument, or course of action.

Appeal to fear

Appeals to fear and seeks to build support by instilling anxieties and panic in the general population, for example, Joseph Goebbels exploited Theodore Kaufman's *Germany Must Perish!* to claim that the Allies sought the extermination of the German people.

Appeal to prejudice

Using loaded or emotive terms to attach value or moral goodness to believing the proposition. Used in biased or misleading ways.

Bandwagon

Bandwagon and "inevitable-victory" appeals attempt to persuade the target audience to join in and take the course of action that "everyone else is taking".

Inevitable victory

Invites those not already on the bandwagon to join those already on the road to certain victory. Those already or at least partially on the bandwagon are reassured that staying aboard is their best course of action.

Join the crowd

This technique reinforces people's natural desire to be on the winning side. This technique is used to convince the audience that a program is an expression of an irresistible mass movement and that it is in their best interest to join.

Beautiful people

The type of propaganda that deals with celebrities or depicts attractive, happy people. This suggests if people buy a product or follow a certain ideology, they too will be happy or successful.

The Lie

The repeated articulation of a complex of events that justify subsequent action. The descriptions of these events have elements of truth, and the "big lie" generalizations merge and eventually supplant the public's accurate perception of the underlying events. After World War I the German Stab in the back explanation of the cause of their defeat became a justification for Nazi re-militarization and revanchist aggression.

"Getting What He Deserves" American anti-Catholic cartoon from Heroes of the Fiery Cross 1928.

Black-and-white fallacy

Presenting only two choices, with the product or idea being propagated as the better choice. For example: "You're either with us, or against us...."

Classical conditioning

All vertebrates, including humans, respond to classical conditioning. That is, if object A is always present when object B is present and object B causes a physical reaction (e.g., disgust, pleasure) then we will when presented with object A when object B is not present, we will experience the same feelings.

Cognitive dissonance

People desire to be consistent. Suppose a pollster finds that a certain group of people hates his candidate for senator but loves actor A. They use actor A's endorsement of their candidate to change people's minds because people cannot tolerate inconsistency. They are forced to either to dislike the actor or like the candidate.

Common man

"The "plain folks" or "common man" approach attempts to convince the audience that the propagandist's positions reflect the common sense of the people. It is designed to win the confidence of the audience by communicating in the common manner and style of the target audience. Propagandists use ordinary language and mannerisms (and clothe their message in face-to-face and audiovisual communications) in attempting to identify their point of view with that of the average person. With the plain folks device, the propagandist can win the confidence of persons who resent or distrust foreign sounding, intellectual speech, words, or mannerisms." For example, a politician speaking to a Southern United States crowd might incorporate words such as "Y'all" and other colloquialisms to create a perception of belonging.

Cult of personality

A cult of personality arises when an individual uses mass media to create an idealized and heroic public image, often through unquestioning flattery and praise. The hero personality then advocates the positions that the propagandist desires to promote. For example, modern propagandists hire popular personalities to promote their ideas and/or products.

Demonizing the enemy

Making individuals from the opposing nation, from a different ethnic group, or those who support the opposing viewpoint appear to be subhuman (e.g., the Vietnam War-era term "gooks" for National Front for the Liberation of South Vietnam aka Vietcong, or "VC", soldiers), worthless, or immoral, through suggestion or false accusations. Dehumanizing is also a termed used synonymously with demonizing, the latter usually serves as an aspect of the former.

Dictat

This technique hopes to simplify the decision making process by using images and words to tell the audience exactly what actions to take, eliminating any other possible choices. Authority figures can be used to give the order, overlapping it with the Appeal to authority technique, but not necessarily. The Uncle Sam "I want you" image is an example of this technique.

World War I poster by Winsor McCay, urging Americans to buy Liberty Bonds

Disinformation

The creation or deletion of information from public records, in the purpose of making a false record of an event or the actions of a person or organization, including outright forgery of photographs, motion pictures, broadcasts, and sound recordings as well as printed documents.

Door-in-the-face technique

Is used to increase a person's latitude of acceptance. For example, if a salesperson wants to sell an item for $100 but the public is only willing to pay $50, the salesperson first offers the item at a higher price (e.g., $200) and subsequently reduces the price to $100 to make it seem like a good deal.

Euphoria

The use of an event that generates euphoria or happiness, or using an appealing event to boost morale. Euphoria can be created by declaring a holiday, making luxury items available, or mounting a military parade with marching bands and patriotic messages.

Fear, uncertainty, and doubt

An attempt to influence public perception by disseminating negative and dubious/false information designed to undermine the credibility of their beliefs.

Flag-waving

An attempt to justify an action on the grounds that doing so will make one more patriotic, or in some way benefit a country, group or idea the targeted audience supports.

Foot-in-the-door technique

Often used by recruiters and salesmen. For example, a member of the opposite sex walks up to the victim and pins a flower or gives a small gift to the victim. The victim says thanks and now they have incurred a psychological debt to the perpetrator. The person eventually asks for a larger favor (e.g., a donation or to buy something far more expensive). The unwritten social contract between the victim and perpetrator causes the victim to feel obligated to reciprocate by agreeing to do the larger favor or buy the more expensive gift.

The Finnish Maiden - personification of Finnish nationalism

Glittering generalities

Glittering generalities are emotionally appealing words that are applied to a product or idea, but present no concrete argument or analysis. This technique has also been referred to as the PT Barnum effect.

Half-truth

A half-truth is a deceptive statement, which may come in several forms and includes some element of truth. The statement might be partly true, the statement may be totally true but only part of the whole truth, or it may utilize some deceptive element, such as improper punctuation, or double meaning, especially if the intent is to deceive, evade, blame or misrepresent the truth.

Labeling

A euphemism is used when the propagandist attempts to increase the perceived quality, credibility, or credence of a particular ideal. A dysphemism is used when the intent of the propagandist is to discredit, diminish the perceived quality, or hurt the perceived righteousness of the Mark. By creating a "label" or "category" or "faction" of a population, it is much easier to make an example of these larger bodies, because they can uplift or defame the Mark without actually incurring legal-defamation. Example: "Liberal" is a dysphemism intended to diminish the perceived credibility of a particular Mark. By taking a displeasing argument presented by a Mark, the propagandist can quote that person, and then attack "liberals" in an attempt to both (1) create a political battle-ax of unaccountable aggression and (2) diminish the quality of the Mark. If the propagandist uses the label on too-many perceivably credible individuals, muddying up the word can be done by broadcasting bad-examples of "liberals" into the media. Labeling can be thought of as a sub-set of Guilt by association, another logical fallacy.

Latitudes of acceptance

If a person's message is outside the bounds of acceptance for an individual and group, most techniques will engender psychological reactance (simply hearing the argument will make the message even less acceptable). There are two techniques for increasing the bounds of acceptance. First, one can take a more even extreme position that will make more moderate positions seem more acceptable. This is similar to the Door-in-the-Face technique. Alternatively, one can moderate one's own position to the edge of the latitude of acceptance and then over time slowly move to the position that was previously.[9]

Love bombing

Used to recruit members to a cult or ideology by having a group of individuals cut off a person from their existing social support and replace it entirely with members of the group who deliberately bombard the person with affection in an attempt to isolate the person from their prior beliefs and value system—see Milieu control.

"The Conquest or Arrival of Hernán Cortés in Veracruz", 1951, National Palace, Mexico City. Diego Rivera's political murals depict a modern interpretation of the Black Legend.

Lying and deception

Lying and deception can be the basis of many propaganda techniques including Ad Homimen arguments, Big-Lie, Defamation, Door-in-the-Face, Half-truth, Name-calling or any other technique that is based on dishonesty or deception. For example, many politicians have been found to frequently stretch or break the truth.

Managing the news

According to Adolf Hitler "The most brilliant propagandist technique will yield no success unless one fundamental principle is borne in mind constantly - it must confine itself to a few points and repeat them over and over." This idea is consistent with the principle of classical conditioning as well as the idea of "Staying on Message."

Milieu control

An attempt to control the social environment and ideas through the use of social pressure

Anti-Muslim propaganda in Germany produced during the Ottoman wars in Europe, 16th century

Name-calling

Propagandists use the *name-calling technique* to incite fears and arouse prejudices in their hearers in the intent that the bad names will cause hearers to construct a negative opinion about a group or set of beliefs or ideas that the propagandist wants hearers to denounce. The method is intended to provoke conclusions about a matter apart from impartial examinations of facts. Name-calling is thus a substitute for rational, fact-based arguments against the an idea or belief on its own merits.[10]

Obfuscation, intentional vagueness, confusion

Generalities are deliberately vague so that the audience may supply its own interpretations. The intention is to move the audience by use of undefined phrases, without analyzing their validity or attempting to determine their reasonableness or application. The intent is to cause people to draw their own interpretations rather than simply being presented with an explicit idea. In trying to "figure out" the propaganda, the audience forgoes judgment of the ideas presented. Their validity, reasonableness and application may still be considered.

Obtain disapproval or *Reductio ad Hitlerum*

This technique is used to persuade a target audience to disapprove of an action or idea by suggesting that the idea is popular with groups hated, feared, or held in contempt by the target audience. Thus if a group that supports a certain policy is led to believe that undesirable, subversive, or contemptible people support the same policy, then the members of the group may decide to change their original position. This is a form of bad logic, where a is said to include X, and b is said to include X, therefore, a = b.

Operant conditioning

Operant conditioning involves learning through imitation. For example, watching an appealing person buy products or endorse positions teaches a person to buy the product or endorse the position. Operant conditioning is the underlying principle behind the Ad Nauseam, Slogan and other repetition public relations campaigns.

Oversimplification

Favorable generalities are used to provide simple answers to complex social, political, economic, or military problems.

Pensée unique

Enforced reduction of discussion by use of overly simplistic phrases or arguments (e.g., "There is no alternative to war.")

Illustration by Rev. Branford Clarke from *Heroes of the Fiery Cross* by Bishop Alma White published by the Pillar of Fire Church 1928 in Zarephath, NJ

Quotes out of context

Selectively editing quotes to change meanings—political documentaries designed to discredit an opponent or an opposing political viewpoint often make use of this technique.

Rationalization (making excuses)

Individuals or groups may use favorable generalities to rationalize questionable acts or beliefs. Vague and pleasant phrases are often used to justify such actions or beliefs.

Red herring

Presenting data or issues that, while compelling, are irrelevant to the argument at hand, and then claiming that it validates the argument.

Repetition

This is the repeating of a certain symbol or slogan so that the audience remembers it. This could be in the form of a jingle or an image placed on nearly everything in the picture/scene. This also includes using subliminal phrases, images or other content in a piece of propaganda.

Scapegoating

Assigning blame to an individual or group, thus alleviating feelings of guilt from responsible parties and/or distracting attention from the need to fix the problem for which blame is being assigned.

Slogans

Nationalist slogan "Brazil, love it or leave it", often used during the Brazilian military dictatorship

A slogan is a brief, striking phrase that may include labeling and stereotyping. Although slogans may be enlisted to support reasoned ideas, in practice they tend to act only as emotional appeals. Opponents of the US's invasion and occupation of Iraq use the slogan "blood for oil" to suggest that the invasion and its human losses was done to access Iraq's oil riches. On the other hand, supporters who argue that the US should continue to fight in Iraq use the slogan "cut and run" to suggest withdrawal is cowardly or weak.

Stereotyping

This technique attempts to arouse prejudices in an audience by labeling the object of the propaganda campaign as something the target audience fears, hates, loathes, or finds undesirable. For instance, reporting on a foreign country or social group may focus on the stereotypical traits that the reader expects, even though they are far from being representative of the whole country or group; such reporting often focuses on the anecdotal. In graphic propaganda, including war posters, this might include portraying enemies with stereotyped racial features.

Straw man

A straw man argument is an informal fallacy based on misrepresentation of an opponent's position. To "attack a straw man" is to create the illusion of having refuted a proposition by substituting a superficially similar proposition (the "straw man"), and refuting it, without ever having actually refuted the original position.

Testimonial

Testimonials are quotations, in or out of context, especially cited to support or reject a given policy, action, program, or personality. The reputation or the role (expert, respected public figure, etc.) of the individual giving the statement is exploited. The testimonial places the official sanction of a respected person or authority on a propaganda message. This is done in an effort to cause the target audience to identify itself with the authority or to accept the authority's opinions and beliefs as its own.

Third party technique

Works on the principle that people are more willing to accept an argument from a seemingly independent source of information than from someone with a stake in the outcome. It is a marketing strategy commonly employed by Public Relations (PR) firms, that involves placing a premeditated message in the "mouth of the media." Third party technique can take many forms, ranging from the hiring of journalists to report the organization in a favorable light, to using scientists within the organization to present their perhaps prejudicial findings to the public. Frequently astroturf groups or front groups are used to deliver the message.

"The Bulgarian Martyresses", 1877 painting by the Russian painter Konstantin Makovsky depicting the rape of Bulgarian women by Ottoman troops during the suppression of the April Uprising a year earlier, served to mobilise public support for the Russo-Turkish War (1877–1878) waged with the proclaimed aim of liberating the Bulgarians.

Foreign governments, particularly those that own marketable commercial products or services, often promote their interests and positions through the advertising of those goods because the target audience is not only largely unaware of the forum as vehicle for foreign messaging but also willing to receive the message while in a mental state of absorbing information from advertisements during television commercial breaks, while reading a periodical, or while passing by billboards in public spaces. A prime example of this messaging technique is advertising campaigns to promote international travel. While advertising foreign destinations and services may stem from the typical goal of increasing revenue by drawing more tourism, some travel campaigns carry the additional or alternative intended purpose of promoting good sentiments or improving existing ones among the target audience towards a given nation or region. It is common for advertising promoting foreign countries to be produced and distributed by the tourism ministries of those countries, so these ads often carry political statements and/or depictions of the foreign government's desired international public perception. Additionally, a wide range of foreign airlines and travel-related services which advertise separately from the destinations, themselves, are owned by their respective governments; examples include, though are not limited to, the Emirates airline (Dubai), Singapore Airlines (Singapore), Qatar Airways (Qatar), China Airlines (Taiwan/Republic of China), and Air China (People's Republic of China). By depicting their destinations, airlines, and other services in a favorable and pleasant light, countries market themselves to populations abroad in a manner that could mitigate prior public impressions. *See: Soft Power*.[*citation needed*]

Thought-terminating cliché

A commonly used phrase, sometimes passing as folk wisdom, used to quell cognitive dissonance.

Transfer

Also known as **association**, this is a technique that involves projecting the positive or negative qualities of one person, entity, object, or value onto another to make the second more acceptable or to discredit it. It evokes an emotional response, which stimulates the target to identify with recognized authorities. Often highly visual, this technique often utilizes symbols (e.g. swastikas) superimposed over other visual images (e.g. logos). These symbols may be used in place of words.

Selective truth

Richard Crossman, the British Deputy Director of Psychological Warfare Division (PWD) for the Supreme Headquarters Allied Expeditionary Force (SHAEF) during the Second World War said "In propaganda truth pays... It is a complete delusion to think of the brilliant propagandist as being a professional liar. The brilliant propagandist is the man who tells the truth, or that selection of the truth which is requisite for his purpose, and tells it in such a way that the recipient does not think he is receiving any propaganda... [...] The art of propaganda is not telling lies, but rather selecting the truth you require and giving it mixed up with some truths the audience wants to hear."

Unstated assumption

This technique is used when the idea the propagandist wants to plant would seem less credible if explicitly stated. The concept is instead repeatedly assumed or implied.

Virtue words

These are words in the value system of the target audience that produce a positive image when attached to a person or issue. Peace, happiness, security, wise leadership, freedom, "The Truth", etc. are virtue words. Many see religiosity as a virtue, making associations to this quality effectively beneficial. Their use is considered of the *Transfer* propaganda technique.

Models

Social psychology

The field of social Psychology includes the study of persuasion. Social psychologists can be sociologists or psychologists. The field includes many theories and approaches to understanding persuasion. For example, communication theory points out that people can be persuaded by the communicator's credibility, expertise, trustworthiness, and attractiveness. The elaboration likelihood model as well as heuristic models of persuasion suggest that a number of factors (e.g., the degree of interest of the recipient of the communication), influence the degree to which people allow superficial factors to persuade them. Nobel Prize winning psychologist Herbert A. Simon won the Nobel prize for his theory that people are cognitive misers. That is, in a society of mass information people are forced to make decisions quickly and often superficially, as opposed to logically.

Social cognitive theories suggest that people have inherent biases in the way they perceive the world and these biases can be used to manipulate them. For example, people tend to believe that people's misfortune (e.g., poverty) is a result of the person and downplay external factors (e.g., being born into poverty). This bias is referred to as the

Fundamental Attribution Error. Self Fulfilling prophecies occur when people believe what they have been told they are. Propaganda frequently plays upon people's existing biases to achieve its end. For example, the illusion of control, refers to people's seemingly innate desire to believe they can and should control their lives. Propagandists frequently argue their point by claiming that the other side is attempting to take away your control. For example, Republicans frequently claim that Democrats are attempting to control you by imposing big government on your private life and take away your spending power by imposing higher taxes while Democrats frequently argue that they are reigning in big corporations that are attempting to influence elections with money, power and take away your job, health etc. ... According to bipartisan analysis, these claims are frequently untrue.[11]Wikipedia:Verifiability

Role theory is frequently used to identify an idea as appropriate because it is associated with a role. For example, the public relations firm Leo Burnett Worldwide used the Marlboro Man to persuade males that Marlboro cigarettes were a part of being a cool, risk-taking, cowboy rebel who was fearless in the face of threats of cancer. The campaign quadrupled sales of their cigarettes. Of course, smoking has nothing to do with being a cowboy or a rebel. This is a fantasy but the campaign's success is consistent with the tenets of role theory. In fact, the three actors who played the Marlboro man died of lung cancer.

Herman and Chomsky's propaganda model

The propaganda model is a theory advanced by Edward S. Herman and Noam Chomsky that argues systemic biases in the mass media and seeks to explain them in terms of structural economic causes.

> The 20th century has been characterized by three developments of great political importance: **the growth of democracy, the growth of corporate power, and the growth of corporate propaganda as a means of protecting corporate power against democracy.**
>
> —[12][13]

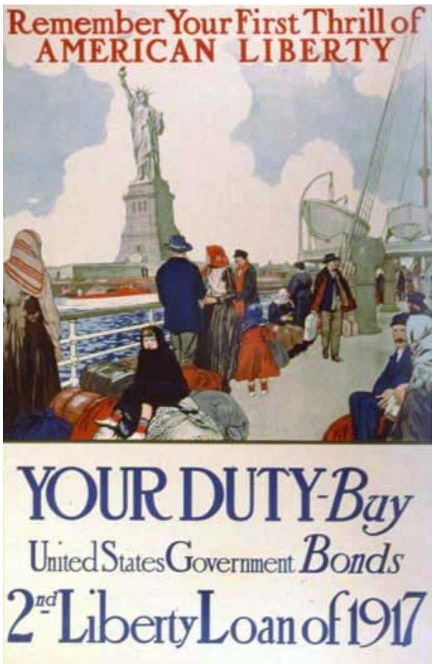
Early 20th-century depiction of a "European Anarchist" attempting to destroy the Statue of Liberty.

First presented in their 1988 book *Manufacturing Consent: the Political Economy of the Mass Media*, the propaganda model views the private media as businesses selling a product — readers and audiences (rather than news) — to other businesses (advertisers) and relying primarily on government and corporate information and propaganda. The theory postulates five general classes of "filters" that determine the type of news that is presented in news media: Ownership of the medium, the medium's Funding, Sourcing of the news, Flak, and Anti-communist ideology.

The first three (ownership, funding, and sourcing) are generally regarded by the authors as being the most important. Although the model was based mainly on the characterization of United States media, Chomsky and Herman believe the theory is equally applicable to any country that shares the basic economic structure and organizing principles the model postulates as the cause of media biases. After the Soviet Union disintegrated, Chomsky said terrorism and Islam would be the new filter replacing communism.[*citation needed*]

Ross' epistemic merit model

The epistemic merit model is a method for understanding propaganda conceived by Sheryl Tuttle Ross and detailed in her 2002 article for the *Journal of Aesthetic Education* entitled "Understanding Propaganda: The Epistemic Merit Model and Its Application to Art".[14] Ross developed the Epistemic merit model due to concern about narrow, misleading definitions of propaganda. She contrasted her model with the ideas of Pope Gregory XV, the Institute for Propaganda Analysis, Alfred Lee, F.C. Bartlett, and Hans Speier. Insisting that each of their respective discussions of propaganda are too narrow, Ross proposed her own definition.



American World War I poster: "Remember Your First Thrill of American Liberty"

To appropriately discuss propaganda, Ross argues that one must consider a threefold communication model: that of Sender-Message-Receiver. "That is... propaganda involve[s]... the one who is persuading (Sender) [who is] doing so intentionally, [the] target for such persuasion (Receiver) and [the] means of reaching that target (Message)." There are four conditions for a message to be considered propaganda. Propaganda involves the intention to persuade. As well, propaganda is sent on behalf of a sociopolitical institution, organization, or cause. Next, the recipient of propaganda is a socially significant group of people. Finally, propaganda is an epistemic struggle to challenge others' thoughts.

Ross claims that it is misleading to say that propaganda is simply false, or that it is conditional to a lie, since often the propagandist believes in what he/she is propagandizing. In other words, it is not necessarily a lie if the person who creates the propaganda is trying to persuade you of a view that they actually hold. "The aim of the propagandist is to create the semblance of credibility." This means that they appeal to an epistemology that is weak or defective.

> False statements, bad arguments, immoral commands as well as inapt metaphors (and other literary tropes) are the sorts of things that are epistemically defective... Not only does epistemic defectiveness more accurately describe how propaganda endeavors to function... since many messages are in forms such as commands that do not admit to truth-values, [but it] also accounts for the role context plays in the workings of propaganda.

Throughout history those who have wished to persuade have used art to get their message out. This can be accomplished by hiring artists for the express aim of propagandizing or by investing new meanings to a previously non-political work. Therefore, Ross states, it is important to consider "the conditions of its making [and] the conditions of its use."

History

Pre-modern precedents

English Civil War cartoon entitled "The Cruel Practices of Prince Rupert" (1643)

Primitive forms of propaganda have been a human activity as far back as reliable recorded evidence exists. The Behistun Inscription (c. 515 BC) detailing the rise of Darius I to the Persian throne is viewed by most historians as an early example of propaganda. The *Arthashastra* written by Chanakya (c. 350 – 283 BC), a professor of political science at Takshashila University and a prime minister of the Maurya Empire in ancient India, discusses propaganda in detail, such as how to spread propaganda and how to apply it in warfare. His student Chandragupta Maurya (c. 340 – 293 BC), founder of the Maurya Empire, employed these methods during his rise to power.[15] The writings of Romans such as Livy (c. 59 BC – 17 AD) are considered masterpieces of pro-Roman propaganda.[*citation needed*] The most well-known originator of Roman historiography was Quintus Fabius Pictor (3rd century BCE). His style of writing history defending the Roman state actions and using propaganda heavily eventually became a defining characteristic of Roman historiography. Another example of early propaganda is the 12th-century work, *The War of the Irish with the Foreigners*, written by the Dál gCais to portray themselves as legitimate rulers of Ireland.

"HIC OSCULA PEDIBUS PAPAE FIGUNTUR

Luther,http://books.google.com/books?id=kYbupalP98kC&pg=PA4&dq=%22the+woodcuts+by+Lucas+Cranach+commissioned+by+Luther+near+the+end+of-

Papstspottbilder.http://books.google.com/books?id=_leG5ztYoZwC&pg=PA61&lpg=PA61&dq=%22This+woodcut+sequence+of+1545,+usually+referred+to+as+t

caused new ideas, thoughts, and doctrine to be made available to the public in ways that had never been seen before the 16th century. The printing press was invented in approximately 1450 and quickly spread to other major cities around Europe; by the time the Reformation was underway in 1517 there were printing centers in over 200 of the major European cities.[19] These centers became the primary producers of both Reformation works by the Protestant Reformers and anti-Reformation works put forth by the Roman Catholics.

Modern propaganda

19th century

Propaganda as generally understood, is a modern phenomenon that emerged from the creation of literate and politically active societies informed by a mass media, where governments increasingly saw the necessity for swaying public opinion in favour of its policies. A notable example was perhaps during the Indian Rebellion of 1857, where Indian sepoys rebelled against the British East India Company's rule in India. Incidents of rape committed by Indian rebels against English women or girls were exaggerated to great effect by the British media to justify continued British colonialism in the Indian subcontinent. At the time, British newspapers had printed various accounts about English women and girls being raped by the Indian rebels. It was later found that some of these accounts were false stories created to perpetuate the common stereotypes of the native people of India as savages who need to be civilized by British colonialists, a mission sometimes known as "The White Man's Burden". One such account published by *The Times*, regarding an incident where 48 English girls as young as 10–14 were supposedly raped by the Indian rebels in Delhi, was criticized as a false propaganda story by Karl Marx, who pointed out that the story was reported by a clergyman in Bangalore, far from the events of the rebellion.

Gabriel Tarde's *Laws of Imitation* (1890) and Gustave Le Bon's *The Crowd: A Study of the Popular Mind* (1897) were two of the first codifications of propaganda techniques, which influenced many writers afterward, including Sigmund Freud. Hitler's *Mein Kampf* is heavily influenced by Le Bon's theories.

Abolitionism

Abolitionists in Britain and the United States in the 19th century developed large, complex propaganda campaigns against slavery. Stampp says that, "Though abolitionists never argued that the physical treatment of slaves had any decisive bearing on the issue of the morality of slavery, their propaganda emphasized (and doubtless exaggerated) cruelties and atrocities for the purpose of winning converts." Blight says,

> "The authenticity of these reports about southern atrocity is questionable. I know of no verification for them. The propaganda uses of such stories, though, were not lost on abolitionist editors such as Douglass."

Halttunen argues that the pornography of pain was an essential part of developing a humanitarian sensibility in Britain and the US. She notes, "The index of Theodore Dwight Weld's compilation *American Slavery as It Is* (1839) clearly demonstrates that project's focus on torture: A is for Arbitrary power, cruelty of, B is for Branding with hot iron, C is for Chopping of slaves piecemeal, D is for Dislocation of bones, E is for Ear-cropping."[20]

Berry and Alford argue, "Detailed accounts of white slaveholders maliciously whipping bondwomen, stripped of their clothing, gave abolitionist propaganda an eroticism that conflicted with white society's sexual and literary standards. Drawings and stories revealed that enslaved women, stripped partially or completely naked, were whipped....The images of enslaved women historically characterized as immoral, promiscuous, and animalistic were inconsistent with white American values of womanhood." Kennicott argues that the largest and most effective abolitionist speakers were the blacks who spoke before the countless local meetings of the National Negro Conventions. They used the traditional arguments against slavery, protesting it on moral, economic, and political grounds. Their role in the antislavery movement not only aided abolitionist propaganda but also was a source of pride to the black community.[21]

First World War

The first large-scale and organized propagation of government propaganda was occasioned by the outbreak of war in 1914. In the war's initial stages, propaganda output was greatly increased by the British and German governments, to persuade their populace in the justness of their cause, to encourage voluntary recruitment, and above all to demonize the enemy.

At the start of the war, Germany expanded its unofficial propaganda machinery, establishing the Central Office for Foreign Services, which among other duties was tasked with propaganda distribution to neutral nations, persuading them to either side with Germany or to maintain their stance of neutrality. After the declaration of war, Britain immediately cut the undersea cables that connected Germany to the outside world, thereby cutting off a major propaganda outlet. The Germans relied instead on the powerful wireless Nauen Transmitter Station to broadcast pro-German news reports to the world. Among other techniques used to keep up the morale of the troops, mobile cinemas were regularly dispatched to the front line for the entertainment of the troops. Newsreels would portray current events with a pro-German slant. German propaganda techniques heavily relied on emphasizing the mythological and martial nature of the Germanic 'Volk' and the inevitability of its triumph.

British propaganda during World War I—called “an impressive exercise in improvisation” - was hastily expanded at the beginning of the war and was rapidly brought under government control as the War Propaganda Bureau (Wellington House), under the overall leadership of journalist Charles Masterman. The Bureau began its propaganda campaign on 2 September 1914 when Masterman invited 25 leading British authors to Wellington House to discuss ways of best promoting Britain's interests during the war. Those who attended included William Archer, Arthur Conan Doyle, Arnold Bennett, John Masefield, Ford Madox Ford, G. K. Chesterton, Henry Newbolt, John Galsworthy, Thomas Hardy, Rudyard Kipling, Gilbert Parker, G. M. Trevelyan and H. G. Wells. Several of the writers agreed to write pamphlets and books that would promote the government's point of view; these were printed and published by such well-known publishers as Hodder & Stoughton, Methuen, Oxford University Press, John Murray, Macmillan and Thomas Nelson.

1914 "Lord Kitchener Wants You!" poster

After January 1916 the Bureau's activities were subsumed under the office of the Secretary of State for Foreign Affairs. In May 1916 Masterman began recruiting artists, including Muirhead Bone, Francis Dodd, Eric Kennington and others, to paint pictures of the war in France and the home front. In early 1918 it was decided that a senior government figure should take over responsibility for propaganda and on 4 March Lord Beaverbrook, owner of the *Daily Express* newspaper, was made Minister of Information. The British effort soon far surpassed the German in its quality and ability to sway the public mood both at home and abroad.

A variety of propaganda methods were used by the British during the war, with emphasis on the need for credibility. Written forms of distributed propaganda included books, pamphlets, official publications, ministerial speeches or royal messages. They were targeted at influential individuals, such as journalists and politicians, rather than a mass audience.[22] Pamphlets were distributed to various foreign countries, primarily the United States: - these pamphlets were academic in tone and factual in nature, distributed through unofficial channels. By 1916, 7 million copies had been circulated by Wellington House in various languages.

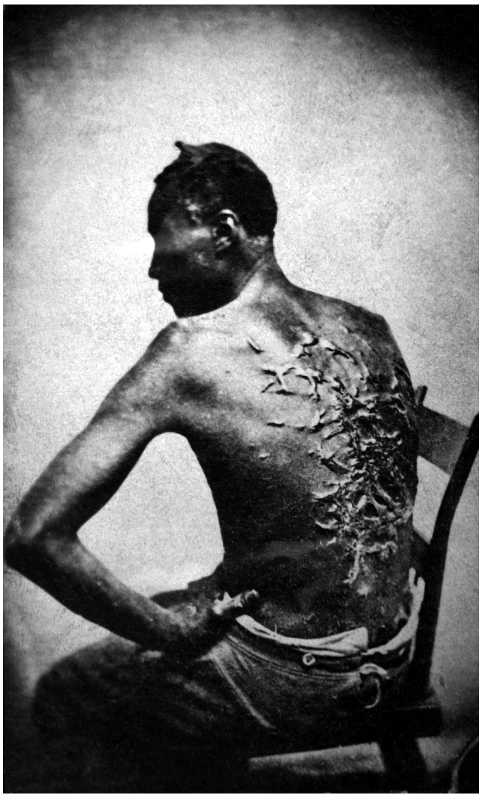
British propagandists also sought to influence the foreign press, by providing it with information through the Neutral Press Committee and the Foreign Office. Special telegraph agencies were established in various European cities, including Bucharest, Bilbao and Amsterdam, in order to facilitate the spread of information.

Recruitment was a central theme of domestic propaganda until the introduction of conscription in January 1916. The most common theme for recruitment posters was patriotism, which evolved into appeals for people to do their 'fair share'. Among the most famous of the posters used in the British Army recruitment campaign of World War I were the "Lord Kitchener Wants You" posters, which depicted Secretary of State for War Lord Kitchener above the words "WANTS YOU".

One major propaganda avenue was the use of atrocity stories. These aimed to mobilise hatred of the German enemy by spreading details of their atrocities, real or alleged, and was used extensively by Britain, reaching a peak in 1915, with much of the atrocities related to Germany's invasion of Belgium. [23][24] One of the first significant publications to be produced by the Bureau was the *Report on Alleged German Outrages*, in early 1915. This pamphlet documented atrocities both actual and alleged committed by the German army against Belgian civilians. Other atrocity stories included the fate of the nurse Edith Cavell and the Sinking of the RMS Lusitania. These had a significant impact both in Britain and in America, making front-page headlines in major newspapers.[25]

Before the United States declared war in 1917, it established a propaganda department along similar lines. President Woodrow Wilson hired Walter Lippmann and Edward Bernays to participate in the Creel Commission, which was to sway popular opinion in favor of entering the war on the side of the United Kingdom. The Creel Committee provided themes for speeches by "four-minute men" at public functions, and also encouraged censorship of the American press. Starting after World War I, propaganda had a growing negative connotation. This was due in part to the 1920 book "How We Advertised America: the First Telling of the Amazing Story of the Committee on Public Information that Carried the Gospel of Americanism to Every Corner of the Globe"[26] in which the impact of the Creel Committee, and the power of propaganda, was overemphasized. The Committee was so unpopular that after the war, Congress closed it down without providing funding to organize and archive its papers.

The war propaganda campaign of the Creel Committee "produced within six months such an intense anti-German hysteria as to permanently impress American business (and Adolf Hitler, among others) with the potential of large-scale propaganda to control public opinion."[28]



Northern propaganda in the American Civil War. A former slave showing keloid scars from whipping. This famous photo was distributed by abolitionists.[27]

Russian revolution

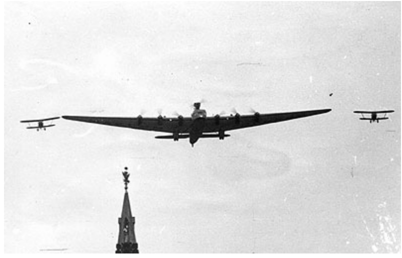
Russian revolutionaries of the 19th and 20th centuries distinguished two different aspects covered by the English term *propaganda*. Their terminology included two terms: Russian: агитация (agitatsiya), or *agitation*, and Russian: пропаганда, or *propaganda*, see agitprop (agitprop is not, however, limited to the Soviet Union, as it was considered, before the October Revolution, to be one of the fundamental activities of any Marxist activist; this importance of agit-prop in Marxist theory may also be observed today in Trotskyist circles, who insist on the importance of leaflet distribution).

Soviet *propaganda* meant dissemination of revolutionary ideas, teachings of Marxism, and theoretical and practical knowledge of Marxist economics, while *agitation* meant forming favorable public opinion and stirring up political unrest. These activities did not carry negative connotations (as they usually do in English) and were encouraged. Expanding dimensions of state propaganda, the Bolsheviks actively used transportation such as trains, aircraft and other means.

Joseph Stalin's regime built the largest fixed-wing aircraft of the 1930s, Tupolev ANT-20, exclusively for this purpose. Named after the famous Soviet writer Maxim Gorky who had recently returned from fascist Italy, it was equipped with a powerful radio set called "Voice from the sky", printing and leaflet-dropping machinery, radio stations, photographic laboratory, film projector with sound for showing movies in flight, library, etc. The aircraft could be disassembled and transported by railroad if needed. The giant aircraft set a number of world records.

"Long Live World October (revolution)!"


Bolshevik propaganda train, 1923.


ANT-20 "Maxim Gorky" propaganda aircraft in the Moscow sky.

Post-war

Bernays, a nephew of Freud, who wrote the book Propaganda early in the 20th century,[29] later coined the terms "group mind" and "engineering consent", important concepts in practical propaganda work. He wrote:[30]

> The conscious and intelligent manipulation of the organized habits and opinions of the masses is an important element in democratic society. Those who manipulate this unseen mechanism of society constitute an invisible government which is the true ruling power of our country.
> We are governed, our minds are molded, our tastes formed, our ideas suggested, largely by men we have never heard of. This is a logical result of the way in which our democratic society is organized. Vast numbers of human beings must cooperate in this manner if they are to live together as a smoothly functioning society.

The file Century of the Self by Adam Curtis documents the immense influence of these ideas on public relations and politics throughout the last century.

Lippmann, in *Public Opinion* (1922) also worked on the subject, as well as the American advertising pioneer and founder of the field of public relations Edward Bernays, a nephew of Freud, who wrote the book Propaganda early in the 20th century.

According to Alex Carey, one distinctive feature of the 20th century was "the professionalizing and institutionalizing of propaganda", as it became an increasingly prominent, sophisticated, and self-conscious tactic of both government and business.[31]

Nazi Germany

After the defeat of Germany in the First World War, military officials such as Erich Ludendorff suggested that British propaganda had been instrumental in their defeat. Adolf Hitler came to echo this view, believing that it had been a primary cause of the collapse of morale and the revolts in the German home front and Navy in 1918 (see also: Dolchstoßlegende). Later, the Nazis adapted many British propaganda techniques during their time in power. Most propaganda in Germany was produced by the Ministry of Public Enlightenment and Propaganda. Joseph Goebbels was placed in charge of this ministry shortly after Hitler took power in 1933. All journalists, writers, and artists were required to register with one of the Ministry's subordinate chambers for the press, fine arts, music, theatre, film, literature, or radio.

Hitler met nearly every day with Goebbels to discuss the news, and Goebbels would obtain Hitler's thoughts on the subject. Goebbels then met with senior Ministry officials to pass down the official Party line on world events.

Broadcasters and journalists required prior approval before their works were disseminated. Along with posters, the Nazis produced a number of films and books to spread their beliefs.

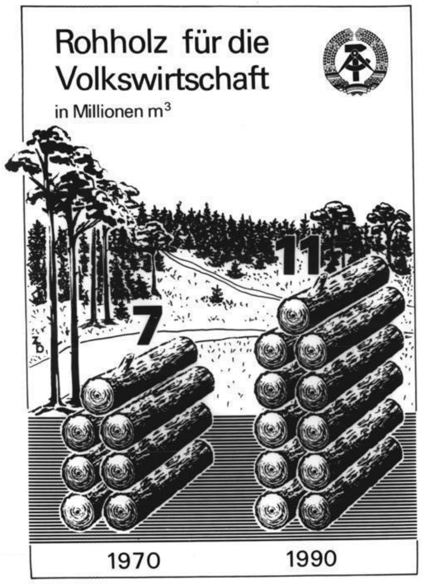
Lappland-Kurier soldiers newspaper

Second World War

World War II saw continued use of propaganda as a weapon of war, building on the experience of WW1, both by Hitler's propagandist Joseph Goebbels and the British Political Warfare Executive, as well as the United States Office of War Information.

Cold War propaganda

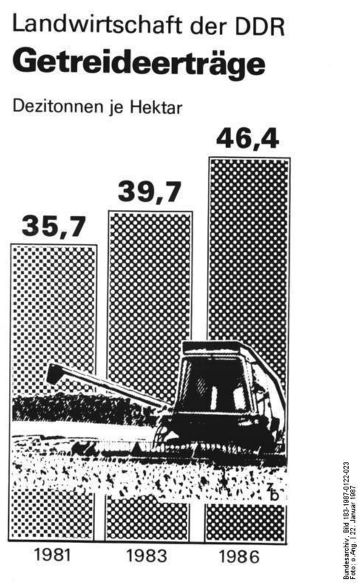
The West and the Soviet Union both used propaganda extensively during the Cold War. Both sides used film, television, and radio programming to influence their own citizens, each other, and Third World nations. The United States Information Agency operated the Voice of America as an official government station. Radio Free Europe and Radio Liberty, which were, in part, supported by the Central Intelligence Agency, provided grey propaganda in news and entertainment programs to Eastern Europe and the Soviet Union respectively. The Soviet Union's official government station, Radio Moscow, broadcast white propaganda, while Radio Peace and Freedom broadcast grey propaganda. Both sides also broadcast black propaganda programs in periods of special crises.



A 1988 German Democratic Republic poster showing the increase of timber production from 7 million cubic metres in 1970 to 11 million in 1990

In 1948, the United Kingdom's Foreign Office created the IRD (Information Research Department), which took over from wartime and slightly post-war departments such as the Ministry of Information and dispensed propaganda via various media such as the BBC and publishing.

Its main targets were in the Third World.[32] However, it was also set out to "be of use to" British media and opinion formers. As well as supplying material to the BBC World Service, secret lists were compiled of approved journalists and trade unionists to whom material was offered, if not always accepted.



Poster showing the increase of agricultural production in the German Democratic Republic from 1981 to 1983 and 1986

Possibly its most notorious "project" was the joint operation with the CIA to set up *Encounter* magazine, edited by Stephen Spender from 1953 to 1966. Spender resigned after it emerged that the Congress for Cultural Freedom, which published the magazine, was being covertly funded by the CIA.

The ideological and border dispute between the Soviet Union and People's Republic of China resulted in a number of cross-border operations. One technique developed during this period was the "backwards transmission," in which the radio program was recorded and played backwards over the air. (This was done so that messages meant to be received by the other government could be heard, while the average listener could not understand the content of the program).

When describing life in capitalist countries, in the US in particular, propaganda focused on social issues such as poverty and anti-union action by the government. Workers in capitalist countries were portrayed as "ideologically close". Propaganda claimed rich people from the US derived their income from weapons manufacturing, and claimed that there was substantial racism or neo-fascism in the US.

When describing life in Communist countries, western propaganda sought to depict an image of a citizenry held captive by governments that brainwash them. The West also created a fear of the East, by depicting an aggressive Soviet Union. In the Americas, Cuba served as a major source and a target of propaganda from both black and white stations operated by the CIA and Cuban exile groups. Radio Habana Cuba, in turn, broadcast original programming, relayed Radio Moscow, and broadcast *The Voice of Vietnam* as well as alleged confessions from the crew of the *USS Pueblo*.

Soldier loads a "leaflet bomb" during the Korean War.

George Orwell's novels *Animal Farm* and *Nineteen Eighty-Four* are virtual textbooks on the use of propaganda. Though not set in the Soviet Union, these books are about totalitarian regimes that constantly corrupt language for political purposes. These novels were, ironically, used for explicit propaganda. The CIA, for example, secretly commissioned an animated film adaptation of *Animal Farm* in the 1950s with small changes to the original story to suit its own needs.[33]

Vietnam war

Propaganda was used extensively by Communist forces in the Vietnam War as means of controlling people's opinions.[34] Radio stations like Radio Hanoi were in an integral part of North Vietnamese propaganda operations. Communist Vietnamese politician Mai Chi Tho, commenting on the use of propaganda stated:[35]

> "Ho Chi Minh may have been an evil man; Nixon may have been a great man. The Americans may have had the just cause; we may not have had the just cause. But we won and the Americans were defeated because we convinced the people that Ho Chi Minh is the great man, that Nixon is a murderer, and the Americans are the invaders... The key factor is how to control people and their opinions. Only Marxism-Leninism can do that."

Yugoslav wars

During the Yugoslav wars propaganda was used as a military strategy by governments of Federal Republic of Yugoslavia and Croatia.

Propaganda was used to create fear and hatred and particularly incite the Serb population against the other ethnicities (Bosniaks, Croats, Albanians and other non-Serbs). Serb media made a great effort in justifying, revising or denying mass war crimes committed by Serb forces during the Yugoslav wars on Bosniaks and other non-Serbs.

According to the ICTY verdicts against Serb political and military leaders, during the Bosnian war, the propaganda was a part of the Strategic Plan by Serb leadership, aimed at linking Serb-populated areas in Bosnia and Herzegovina together, gaining control over these areas and creating a sovereign Serb nation state, from which most non-Serbs would be permanently removed. The Serb leadership was aware that the Strategic Plan could only be implemented by the use of force and fear, thus by the commission of war crimes.

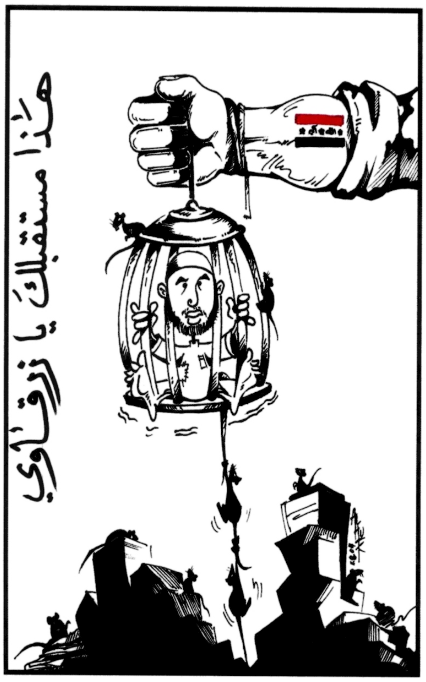
Croats also used propaganda against Serbs throughout[*citation needed*] and against Bosniaks during the 1992–1994 Croat-Bosniak war, which was part of the larger Bosnian War. During Lašva Valley ethnic cleansing Croat forces seized the television broadcasting stations (for example at Skradno) and created its own local radio and television to carry propaganda, seized the public institutions, raised the Croatian flag over public institution buildings, and imposed the Croatian Dinar as the unit of currency. During this time, Busovača's Bosniaks were forced to sign an act of allegiance to the Croat authorities, fell victim to numerous attacks on shops and businesses and, gradually, left the area out of fear that they would be the victims of mass crimes. According to ICTY Trial Chambers in *Blaškić case* Croat authorities created a radio station in Kiseljak to broadcast nationalist propaganda. A similar pattern was applied in Mostar and Gornji Vakuf (where Croats created a radio station called *Radio Uskoplje*). Local propaganda efforts in parts of Bosnia and Herzegovina controlled by the Croats, were supported by Croatian daily newspapers such as Večernji list and Croatian Radiotelevision, especially by controversial reporters Dijana Čuljak and Smiljko Šagolj who are still blamed by the families of Bosniak victims in *Vranica case* for inciting massacre of Bosnian POWs in Mostar, when broadcasting a report about alleged terrorists arrested by Croats who victimized Croat civilians. The bodies of Bosnian POWs were later found in Goranci mass grave. Croatian Radiotelevision presented Croat attack on Mostar, as a Bosnian Muslim attack on Croats in alliance with the Serbs. According to ICTY, in the early hours of May 9, 1993, the Croatian Defence Council (HVO) attacked Mostar using artillery, mortars, heavy weapons and small arms. The HVO controlled all roads leading into Mostar and international organisations were denied access. Radio Mostar announced that all Bosniaks should hang out a white flag from their windows. The HVO attack had been well prepared and planned.

During the ICTY trials against Croat war leaders, many Croatian journalists participated as the defence witnesses trying to relativise war crimes committed by Croatian troops against non-Croat civilians (Bosniaks in Bosnia and Herzegovina and Serbs in Croatia). During the trial against general Tihomir Blaškić (later convicted of war crimes), Ivica Mlivončić, Croatian columnist in Slobodna Dalmacija, tried to defend general Blaškić presenting number of claims in his book *Zločin s pečatom* about alleged *genocide against Croats* (most of it unproven or false), which was considered by the Trial Chambers as irrelevant for the case. After the conviction, he continued to write in *Slobodna Dalmacija* against the ICTY presenting it *as the court against Croats*, with chauvinistic claims that the ICTY cannot be unbiased because *it is financed by Saudi Arabia (Muslims)*.[36][37]

Modern propaganda techniques

Afghan War

In the 2001 invasion of Afghanistan, psychological operations tactics were employed to demoralize the Taliban and to win the sympathies of the Afghan population. At least six EC-130E Commando Solo aircraft were used to jam local radio transmissions and transmit replacement propaganda messages. Leaflets were also dropped throughout Afghanistan, offering rewards for Osama bin Laden and other individuals, portraying Americans as friends of Afghanistan and emphasizing various negative aspects of the Taliban. Another shows a picture of Mohammed Omar in a set of crosshairs with the words "We are watching."



US PSYOP pamphlet disseminated in Iraq. Text: "This is your future al-Zarqawi" and shows al-Qaeda fighter al-Zarqawi caught in a rat trap.

Iraq War

The United States and Iraq both employed propaganda during the Iraq War. The United States established campaigns towards the American people on the justifications of the war while using similar tactics to bring down Saddam Hussein's government in Iraq.[38]

Iraqi propaganda

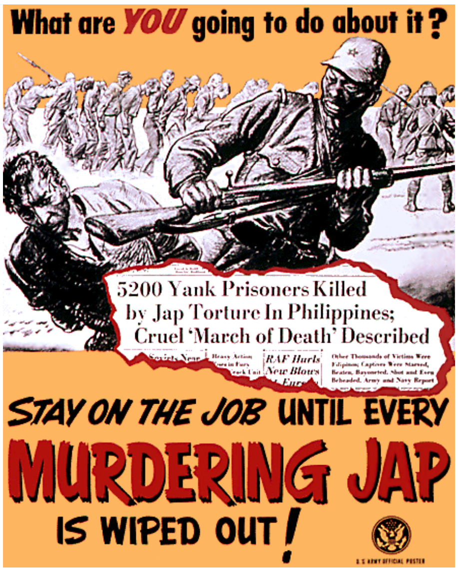
The Iraqi insurgency's plan was to gain as much support as possible by using violence as their propaganda tool.[39] Inspired by the Vietcong's tactics,[40] insurgents were using rapid movement to keep the coalition off-balance. By using low-technology strategies to convey their messages, they were able to gain support.[41] Graffiti slogans were used on walls and houses praising the virtues of many group leaders while condemning the Iraqi government. Others used flyers, leaflets, articles and self-published newspapers and magazines to get the point across.

Insurgents also produced CDs and DVDs and distributed them in communities that the Iraq and the U.S. Government were trying to influence.[42] The insurgents designed advertisements that cost a fraction of what the US was spending on their ads aimed at the same people in Iraq with much more success. In addition, the Iraqis also created and established an Arabic language television station to transmit information to the people of Iraq about the rumors and lies that the Americans were spreading about the war.

American propaganda in Iraq

To achieve their aim of a moderate, pro-western Iraq, US authorities were careful to avoid conflicts with Islamic culture that would produce passionate reactions from Iraqis, but differentiating between "good" and "bad" Islams has proved challenging for the US.

The US implemented something called "Black Propaganda" by creating false radio personalities that would disseminate pro-American information but supposedly run by the supporters of Saddam Hussein. One radio station used was Radio Tikrit. Another example of America's attempt with Black Propaganda is that the US paid Iraqis to publish articles written by American troops in their newspapers under the idea that they are unbiased and real accounts; this was brought forth by the *New York Times* in 2005.[43] The article stated that it was the Lincoln Group who had been hired by the US government to create the propaganda, however their names were later cleared from any wrongdoing.



News of the Bataan Death March sparked outrage in the US, as reflected in this poster.

The US was more successful with the "Voice of America" campaign, which is an old Cold War tactic that exploited people's desire for information. While the information they gave out to the Iraqis was truthful, they were in a high degree of competition with the opposing forces after the censorship of the Iraqi media was lifted with the removal of Saddam from power.[44]

In November 2005, the *Chicago Tribune* and the *Los Angeles Times*, alleged that the United States military had manipulated news reported in Iraqi media in an effort to cast a favorable light on its actions while demoralizing the insurgency. Lt. Col. Barry Johnson, a military spokesman in Iraq, said the program is "an important part of countering misinformation in the news by insurgents", while a spokesman for former Defense Secretary Donald H. Rumsfeld said the allegations of manipulation were troubling if true. The Department of Defense confirmed the existence of the program.

Propaganda aimed at Americans

The extent to which the US government was guilty of propaganda aimed at its own people is a matter of discussion. The book *Selling Intervention & War* by Jon Western argued that president Bush was "selling the war" to the public.[45]

President George W. Bush gave a talk at the Athena Performing Arts Center at Greece Athena Middle and High School Tuesday, May 24, 2005 in Rochester, NY. About halfway through the event Bush said, "See in my line of work you got to keep repeating things over and over and over again for the truth to sink in, to kind of catapult the propaganda."

People had their initial reactions to the War on Terror, but with more biased and persuading information, Iraq as a whole has been negatively targeted.[46] America's goal was to remove Saddam Hussein's power in Iraq with allegations of possible weapons of mass destruction related to Osama Bin Laden.[47] Video and picture coverage in the news has shown shocking and disturbing images of torture and other evils being done under the Iraqi Government.

North Korea

North Koreans touring the Museum of American War Atrocities.

Every year, a state-owned publishing house releases several cartoons (called geurim-chaek in North Korea), many of which are smuggled across the Chinese border and, sometimes, end up in university libraries in the United States. The books are designed to instill the Juche philosophy of Kim Il-sung (the 'father' of North Korea)—radical self-reliance of the state. The plots mostly feature scheming capitalists from the United States and Japan who create dilemmas for naïve North Korean characters.

Mexican drug cartels

Drug cartels have been engaged in propaganda and psychological campaigns to influence their rivals and those within their area of influence. They use banners and "narcomantas" to threaten their rivals. Some cartels hand out pamphlets and leaflets to conduct public relation campaigns. They have been able to control the information environment by threatening journalists, bloggers, and others who speak out against them. They have elaborate recruitment strategies targeting young adults to join their cartel groups. They have successfully branded the word "narco", and the word has become part of Mexican culture. There is music, television shows, literature, beverages, food, and architecture that all have been branded "narco".

China

Quentin Tarantino's *Django Unchained* was going to be the first Tarantino film approved for official distribution in China's strictly controlled film market. Lily Kuo, on Quartz, wrote that "the film depicts one of America's darker periods, when slavery was legal, which Chinese officials like to use to push back against criticism from the United States. ... Moreover, in classrooms and in state propaganda, America's seizure of land from Native Americans and the US Civil War are well covered as a way to justify to Chinese citizens that every country fights for its territorial integrity. In other words, China is no different for insisting that Tibet, Xinjiang, and eventually Taiwan, be part of the mainland at all costs."

Children

Of all the potential targets for propaganda, children are the most vulnerable because they are the most unprepared for the critical reasoning and contextual comprehension required to determine whether a message is propaganda or not. Children's vulnerability to propaganda is rooted in developmental psychology. The attention children give their environment during development, due to the process of developing their understanding of the world, will cause them to absorb propaganda indiscriminately. Also, children are highly imitative: studies by Albert Bandura, Dorothea Ross and Sheila A. Ross in the 1960s indicated

Poster promoting the Nicaraguan Sandinistas. The text reads, "Sandinista children: Toño, Delia and Rodolfo are in the Association of Sandinista Children. Sandinista children use a neckerchief. They participate in the revolution and are very studious."

To a degree, socialization, formal education, and standardized television programming can be seen as using propaganda for the purpose of indoctrination. The use of propaganda in schools was highly prevalent during the 1930s and 1940s in Germany, as well as in Stalinist Russia.[*citation needed*]

Anti-Semitic propaganda for children

In Nazi Germany, the education system was thoroughly co-opted to indoctrinate the German youth with anti-Semitic ideology. This was accomplished through the National Socialist Teachers League, of which 97% of all German teachers were members in 1937. It encouraged the teaching of "racial theory." Picture books for children such as *Don't Trust A Fox in A Green Meadow Or the Word of A Jew*, *Der Giftpilz* (translated into English as *The Poisonous Mushroom*), and *The Poodle-Pug-Dachshund-Pincher* were widely circulated (over 100,000 copies of *Don't Trust A Fox...* were circulated during the late 1930s) and contained depictions of Jews as devils, child molesters, and other morally charged figures. Slogans such as "Judas the Jew betrayed Jesus the German to the Jews" were recited in class.[48] The following is an example of a propagandistic math problem recommended by the National Socialist Essence of Education:

> The Jews are aliens in Germany—in 1933 there were 66,606,000 inhabitants in the German Reich, of whom 499,682 (.75%) were Jews.[49]

Notes

[1] Oxford dictionary.

[2] Diggs-Brown, Barbara (2011) *Strategic Public Relations: Audience Focused Practice* (http://books.google.com/books?id=7c0ycySng4YC&pg=PA48&lpg=PA48) p. 48

[3] http://www.etymonline.com/index.php?term=propaganda

[4] Garth Jowett and Victoria O'Donnell, *Propaganda and Persuasion*, 4th ed. Sage Publications, p. 7

[5] Richard Alan Nelson, *A Chronology and Glossary of Propaganda in the United States* (1996) pp. 232–233

[6] pp. 260–261, "The Function of the Propagandist", *International Journal of Ethics*, 38 (no. 3): pp. 258–268.

[7] Hindery, Roderick R., Indoctrination and Self-deception or Free and Critical Thought? (2001)

[8] Karel C. Berkhoff, *Motherland in Danger: Soviet Propaganda during World War II* (2012) excerpt and text search (http://www.amazon.com/Motherland-Danger-Soviet-Propaganda-during/dp/0674049241/)

[9] unacceptable message (http://www.jamescmccroskey.com/publications/36.htm)

[10] Propaganda Techniques (http://mason.gmu.edu/~amcdonal/Propaganda Techniques.html)

[11] http://www.factcheck.org/

[12] "Letter from Noam Chomsky" to *Covert Action Quarterly,* quoting Alex Carey, Australian social scientist, http://mediafilter.org/caq/CAQ54chmky.html

[13] review of Carey, Alex (1995) *Taking the Risk out of Democracy: Propaganda in the US and Australia,* University of NSW Press. (http://www.hartford-hwp.com/archives/25/006.html)

[14] Ross, Sheryl Tuttle. "Understanding Propaganda: The Epistemic Merit Model and Its Application to Art." *Journal of Aesthetic Education*, Vol. 36, No.1. pp. 16–30

[15] Boesche, Roger. "Kautilya's Arthasastra on War and Diplomacy in Ancient India", *The Journal of Military History* **67** (pp. 9–38), January 2003.

[16] http://books.google.com/books?id=kYbupalP98kC&pg=PA4&dq=%22the+woodcuts+by+Lucas+Cranach+commissioned+by+Luther+near+the+end+of+his+life%22&hl=en&ei=7HtjTJP9BcL78AamrdzWCQ&sa=X&oi=book_result&ct=result&resnum=2&ved=0CC8Q6AEwAQ#v=onepage&q=%22the%20woodcuts%20by%20Lucas%20Cranach%20commissioned%20by%20Luther%20near%20the%20end%20of%20his%20life%22&f=false

[17] http://books.google.com/books?id=_leG5ztYoZwC&pg=PA61&lpg=PA61&dq=%22This+woodcut+sequence+of+1545,+usually+referred+to+as+the+%22&source=bl&ots=v01iFZ5bbi&sig=z9acEc9elPY2wpgXGb0-Ylq2co8&hl=en&ei=2DxeTMOaA8OqlAeEh7CZCA&sa=X&oi=book_result&ct=result&resnum#v=onepage&q=%22This%20woodcut%20sequence%20of%201545%2C%20usually%20referred%20to%20as%20the%20%22&f=false

[18] http://books.google.com/books?id=kYbupalP98kC&pg=PA198&dq=%22Don%E2%80%99t+frighten+us+Pope,+with+your+ban%22&hl=en&ei=bHFjTO2dCsGB8gbctpGJCg&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCUQ6AEwAA#v=onepage&q=%22Don%E2%80%99t%20frighten%20us%20Pope%2C%20with%20your%20ban%22&f=false

[19] Mark U. Edwards, Printing Propaganda and Martin Luther 15; Louise W. Holborn, "Printing and the Growth of a Protestant Movement in Germany from 1517 to 1524", Church History, 11, no. 2 (1942), 123.

[20] Karen Halttunen, "Humanitarianism and the Pornography of Pain in Anglo-American Culture," *American Historical Review* (1995) 100#2 pp. 303–334 quote at p. 321 in JSTOR (http://www.jstor.org/stable/2169001)

[21] Patrick C. Kennicott, "Black Persuaders in the Antislavery Movement," *Journal of Black Studies* (1970) 1#1 pp 5–20.

[22] Ibidem, Messinger 1992

[23] Laurence V. Moyer, *Victory Must Be Ours: Germany in the Great War 1914-1918*, p 96 ISBN 0-7818-0370-5

[24] Laurence V. Moyer, *Victory Must Be Ours: Germany in the Great War 1914-1918*, p 97 ISBN 0-7818-0370-5

[25] ;;

[26] Rogers, E.M. (1994). A history of communication study: A biographical approach. New York, NY: The Free Press.

[27] Kathleen Collins, " The Scourged Back (http://www.historybroker.com/slavery/slpage3.htm)," History of Photography 9 (January 1985): 43–45.

[28] p. 22, Alex Carey, *Taking the Risk Out of Democracy: Corporate Propaganda versus Freedom and Liberty*, University of Illinois Press, 1997.

[29] About Edward Berneys book chapter (http://home.bway.net/drstu/chapter.html)

[30] Bernays, Edward. *Propaganda* (1928)

[31] "Conspiracy Or Groundswell?", in Ken Coghill and McPhee Gribble (eds.), *The New Right's Australian Fantasy*, Penguin Books 1987, pp. 3–19.

[32] Death of the department that never was (http://www.cambridgeclarion.org/e/fo_deceit_unit_graun_27jan1978.html) from *The Guardian*, January 27, 1978

[33] Guardian — The cartoon that came in from the cold - (http://film.guardian.co.uk/features/featurepages/0,4120,908925,00.html)

[34] (http://sealang.net/sala/archives/pdf8/sophana2007vietnamese.pdf) Vietnamese propaganda reflections from 1945–2000

[35] New York Times Magazine, March 29, 1981

[36] Slobodna Dalmacija — NAJVEĆI DONATOR HAAŠKOG SUDA JE — SAUDIJSKA ARABIJA (http://www.hsp1861.hr/vijesti1/011228im.htm)

[37] Igor Lasić — Izlog izdavačkog smeća (http://www.aimpress.ch/dyn/pubs/archive/data/200110/11005-004-pubs-zag.htm)

[38] Altheide, David L. "War and Mass Mediated Evidence." Cultural Studies — Critical Methodologies 9 (2009): 14–22.

[39] Garfield, Andrew. "The U.S. Counter-propaganda Failure in Iraq." Middle East Quarterly 14 (2007): 23–32.

[40] Schleifer, Ron. "Reconstructing Iraq: Winning the Propaganda War in Iraq." Middle East Quarterly (2005): 15–24.

[41] Garfield, Andrew. "The U.S. Counter-propaganda Failure in Iraq." Middle East Quarterly 14 (2007): 24

[42] Garfield, Andrew. "The U.S. Counter-propaganda Failure in Iraq." Middle East Quarterly 14 (2007): 26

[43] Shah, Anup. Iraq War Media Reporting, Journalism and Propaganda. Aug 1, 2007. May 12, 2009. <http://www.globalissues.org/article/461/media-reporting-journalism-and-propaganda.>

[44] Goldstein, Sol. "A Strategic Failure: American Information Control Policy in Occupied Iraq." Military Review 88.2 (Mar. 2008): 58–65.

[45] Thrall, A. Trevor. "A Review of: "Weapons of Mass Deception: The Uses of Propaganda in Bush's War on Iraq, by Sheldon Rampton and John Stauber Weapons of Mass Persuasion: Marketing the War Against Iraq, by Paul Rutherford Selling Intervention & War: The Presidency, the..." Political Communication 24.2 (Apr. 2007): 202–207.

[46] John, Sue Lockett, et al. "Going Public, Crisis after Crisis: The Bush Administration and the Press from September 11 to Saddam." Rhetoric & Public Affairs 10.2 (Summer2007 2007): 195–219.

[47] O'Shaughnessy, Nicholas. "Weapons of Mass Seduction: Propaganda, Media and the Iraq War." Journal of Political Marketing 3.4 (2004): 79–104. America: History & Life.

[48] Mills, Mary. "Propaganda and Children During the Hitler Years". Jewish Virtual Library. http://www.jewishvirtuallibrary.org/jsource/Holocaust/propchil.html

[49] Hirsch, Herbert.|*Genocide and the Politics of Memory*. Chapel Hill & London: University of North Carolina Press, 1995. p. 119.

References

- "Appendix I: PSYOP Techniques" (http://www.fas.org/irp/doddir/army/fm33-1/). *Psychological Operations Field Manual No. 33-1*. Washington, D.C.: Department of the Army. August 31, 1979.
- Bytwerk, Randall L. (2004). *Bending Spines: The Propagandas of Nazi Germany and the German Democratic Republic*. East Lansing: Michigan State University Press. ISBN 0-87013-710-7.
- Edwards, John Carver (1991). *Berlin Calling: American Broadcasters in Service to the Third Reich*. New York: Praeger. ISBN 0-275-93905-7.
- Howe, Ellic (1982). *The Black Game: British Subversive Operations Against the German During the Second World War*. London: Futura.
- Huxley, Aldous (1958). *Brave New World Revisited*. New York: Harper. ISBN 0-06-080984-1.
- Hindery, Roderick. "The Anatomy of Propaganda within Religious Terrorism". *Humanist* (March–April 2003): 16–19.
- O'Donnell, Victoria; Jowett, Garth S. (2005). *Propaganda and Persuasion*. Thousand Oaks, California: Sage Publications, Inc. ISBN 1-4129-0897-3.
- Le Bon, Gustave (1895). *The Crowd: A Study of the Popular Mind*. ISBN 0-14-004531-7.
- Linebarger, Paul M. A. (1948). *Psychological Warfare*. Washington, D.C.: Infantry Journal Press. ISBN 0-405-04755-X.
- Nelson, Richard Alan (1996). *A Chronology and Glossary of Propaganda in the United States*. Westport, CT: Greenwood Press. ISBN 0-313-29261-2.
- Young, Emma (October 10, 2001). "Psychological warfare waged in Afghanistan" (http://www.newscientist.com/news/news.jsp?id=ns99991404). *New Scientist*. Retrieved 2010-08-05.
- Shirer, William L. (1942). *Berlin Diary: The Journal of a Foreign Correspondent, 1934–1941*. New York: Albert A. Knopf. ISBN 5-9524-0081-7.

Further reading

Books

- Altheide, David L. & Johnson, John M. *Bureaucratic Propaganda*. Boston: Allyn and Bacon, Inc. (1980)
- Brown, J.A.C. *Techniques of Persuasion: From Propaganda to Brainwashing* Harmondsworth: Pelican (1963)
- Chomsky, Noam and Herman, Edward. *Manufacturing Consent: The Political Economy of the Mass Media*. New York: Pantheon Books. (1988)
- Cole, Robert. *Propaganda in Twentieth Century War and Politics* (1996)
- Cole, Robert, ed. *Encyclopedia of Propaganda* (3 vol 1998)
- Combs, James E. & Nimmo, Dan. *The New Propaganda: The Dictatorship of Palaver in Contemporary Politics*. White Plains, N.Y. Longman. (1993)
- Cull, Nicholas John, Culbert, and Welch, eds. *Propaganda and Mass Persuasion: A Historical Encyclopedia, 1500 to the Present* (2003)
- Cunningham, Stanley, B. *The Idea of Propaganda: A Reconstruction*. Westport, Conn.: Praeger. (2002)
- Cunninghamm Stanley B. "Reflections on the Interface Between Propaganda and Religion." In P.Rennick, S. Cunningham, R.H. Johnson (eds), The Future of Religion. Cambridge Scholars Pub.: Newcastle upon Tyne 2010, pp. 83–96.
- Dimitri Kitsikis, *Propagande et pressions en politique internationale*, Paris, Presses Universitaires de France, 1963, 537 pages.
- Ellul, Jacques. *Propaganda: The Formation of Men's Attitudes*. Trans. Konrad Kellen & Jean Lerner. New York: Knopf, 1965. New York: Random House/ Vintage 1973

- Jowett, Garth S. and Victoria O"Donnell, **'Propaganda and Persuasion, 5th edition.** ' California: Sage Publications, 2010. A detailed overview of the history, function, and analyses of propaganda.
- Kingsbury, Celia Malone. *For Home and Country: World War I Propaganda on the Home Front* (University of Nebraska Press; 2010; 308 pages). Describes propaganda directed toward the homes of the American homefront in everything from cookbooks and popular magazines to children's toys.
- Lasswell, Harold D.. *Propaganda Technique in World War I*. Cambridge, Mass: The M.I.T. Press. (1971)
- Le Bon, Gustave, *The Crowd: a study of the Popular Mind* (1895)
- MacArthur, John R.. *Second Front: Censorship and Propaganda in the Gulf War*. New York: Hill and Wang. (1992)
- Marlin, Randal. *Propaganda & The Ethics of Persuasion*. Orchard Park, New York: Broadview Press. (2002)
- McCombs M. E. & Shaw, D. L. (1972). The agenda-setting function of mass media. *Public Opinion Quarterly, 36*, 176–187.
- Linebarger, Paul M. *Psychological Warfare*. International Propaganda and Communications. ISBN 0-405-04755-X (1948)
- Moran, T. "Propaganda as Pseudocommunication." Et Cetera 2(1979), pp. 181–197.
- Pratkanis, Anthony & Aronson, Elliot. *Age of Propaganda: The Everyday Use and Abuse of Persuasion*. New York: W.H. Freeman and Company. (1992)
- Rutherford, Paul. *Endless Propaganda: The Advertising of Public Goods*. Toronto: University of Toronto Press. (2000)
- Rutherford, Paul. *Weapons of Mass Persuasion: Marketing the War Against Iraq*. Toronto: University of Toronto Press. (2004)
- Snow, Nancy. *Propaganda, Inc.: Selling America's Culture to the World*. New York, NY: Seven Stories Press. (2010)
- Sproule, J. Michael. *Channels of Propaganda*. Bloomington, IN: EDINFO Press. (1994)
- Stauber, John, and Rampton, Sheldon *Toxic Sludge Is Good for You! Lies, Damn Lies and the Public Relations Industry* (http://www.prwatch.org/books/tsigfy.html) Monroe, Maine: Common Courage Press, 1995.

Essays/Articles

- Bernays, Edward. "Propaganda" (http://www.historyisaweapon.org/defcon1/bernprop.html). (1928)
- Brown, John H.. "Two Ways of Looking at Propaganda" (http://uscpublicdiplomacy.org/index.php/newswire/cpdblog_detail/060629_two_ways_of_looking_at_propaganda/) (2006)
- Kosar, Kevin R., Public Relations and Propaganda: Restrictions on Executive Branch Activities (http://www.fas.org/sgp/crs/misc/RL32750.pdf), CRS Report RL32750, February 2005.
- Snow, Nancy. "American Persuasion, Influence and Propaganda" (http://www.nancysnow.com/)

External links

Current propaganda

- PR Watch (http://www.prwatch.org/)
- Is Government Propaganda Legal? Well... (http://hnn.us/articles/20418.html)
- Spinwatch (http://www.spinwatch.org)
- Propaganda Critic (http://www.propagandacritic.com): A website devoted to propaganda analysis.
- How Americans are propagandized about Afghanistan (http://www.salon.com/news/opinion/glenn_greenwald/2010/04/05/afghanistan/index.html) by Glenn Greenwald, Salon.com
- Holmes, Jamie (December 28, 2009). "US military is meeting recruitment goals with video games – but at what cost?" (http://www.csmonitor.com/Commentary/Opinion/2009/1228/US-military-is-meeting-recruitment-goals-with-video-games-but-at-what-cost). *Christian Science Monitor*.

Retrieved 2010-07-09.

Historical propaganda

- Documentation on Early Cold War U.S. Propaganda Activities in the Middle East (http://www.gwu.edu/~nsarchiv/NSAEBB/NSAEBB78/) by the National Security Archive. Collection of 148 documents and overview essay.
- Sacred Congregation of Propaganda (http://www.newadvent.org/cathen/12456a.htm) from the Catholic Encyclopedia
- World War II propaganda leaflets (http://members.home.nl/ww2propaganda/): A website about airdropped, shelled or rocket fired propaganda leaflets. Some posters also.
- Canadian Wartime Propaganda - Canadian War Museum (http://www.warmuseum.ca/cwm/exhibitions/propaganda/index_e.shtml)
- Northern Vietnamese Propaganda from the U.S. Vietnam War (http://www.dogmacollection.com). The largest collection of North Vietnamese propaganda available on-line.
- "North Korea's art of propaganda" (http://news.bbc.co.uk/2/hi/in_pictures/7531260.stm), BBC, July 29, 2007: images of North Korean propaganda posters
- CBC Radio's "Nazi Eyes On Canada" (1942) (http://www.transpacificradio.com/2007/02/26/nazi1/), series with Hollywood stars promoting Canadian War Bonds
- America at War (http://dlxs.richmond.edu/w/wtp/index.html), a digital collection of World War II-era American propaganda pamphlets and additional material
- Over 400 posters from World Wars I & II (http://fax.libs.uga.edu/wwpost/) (searchable facsimile at the University of Georgia Libraries; DjVu & layered PDF (http://fax.libs.uga.edu/wwpost/1f/world_war_posters.pdf) format)
- Psywar.org (http://www.psywar.org/leaflets.php)'s large collection of propaganda leaflets from various conflicts
- Pyongyang Chronicles (http://www.pyang.su)
- WWII: Intense Propaganda Posters (http://www.life.com/image/first/in-gallery/27932/wwii-intense-propaganda-posters) - slideshow by *Life magazine*
- US Central Command (CENTCOM) archive of propaganda leaflets dropped in Iraq (http://www.centcom.mil/galleries/leaflets/showleaflets.asp)
- Stefan Landsberger's Chinese Propaganda Poster Pages (http://www.iisg.nl/~landsberger/)
- Bytwerk, Randall, " *Nazi and East German Propaganda Guide Page* (http://www.calvin.edu/academic/cas/gpa/index.htm)". Calvin College.
- US Navy recruiting posters archive (http://www.history.navy.mil/photos/arttopic/pstr-rec/n-recpst.htm)
- Tim Frank Collection of WWII Propaganda Leaflets, Dwight D. Eisenhower Presidential Library (http://eisenhower.archives.gov/Research/Finding_Aids/F.html)
- Finding Aid to American war posters from the First World War, circa 1914 – circa 1919 (http://www.oac.cdlib.org/findaid/ark:/13030/hb2000082j/?query=American%20War%20Posters), The Bancroft Library
- Finding Aid to American war posters from the Second World War, circa 1940 – 1945 (http://www.oac.cdlib.org/findaid/ark:/13030/hb5d5nb7dj/?query=American%20War%20Posters), The Bancroft Library
- Finding Aid to Soviet poster collection, circa 1939 – 1945 (http://www.oac.cdlib.org/findaid/ark:/13030/hb7r29p557/?query=Soviet%20Posters), The Bancroft Library
- Aid to Canadian war posters from the First and Second World Wars, circa 1914 – 1945 (http://www.oac.cdlib.org/findaid/ark:/13030/hb0x0nb4fb/?query=Canadian%20War%20PostersFinding), The Bancroft Library
- Aid to French war posters from the First World War, circa 1914 – 1918 (http://www.oac.cdlib.org/findaid/ark:/13030/hb3f59p1f7/?query=French%20War%20PostersFinding), The Bancroft Library

- Finding Aid to French war posters from the Second World War, circa 1939 – circa 1945 (http://www.oac.cdlib.org/findaid/ark:/13030/hb6z09p5jx/?query=French%20War%20Posters), The Bancroft Library
- Finding Aid to British war posters from the First World War, circa 1914 – 1918 (http://www.oac.cdlib.org/findaid/ark:/13030/hb6g5011c7/?query=British%20War%20Posters), The Bancroft Library
- Finding Aid to British war posters from the Second World War, circa 1939 – circa 1945 (http://www.oac.cdlib.org/findaid/ark:/13030/hb4n39p2w2/?query=British%20War%20Posters), The Bancroft Library
- Finding Aid to British and British Commonwealth war posters from the Second World war, circa 1939 – circa 1945 (http://www.oac.cdlib.org/findaid/ark:/13030/hb7199p4w1/?query=British%20War%20Posters), The Bancroft Library
- Finding Aid to Chinese News Service posters from the Second World War era, circa 1939 – circa 1945 (http://www.oac.cdlib.org/findaid/ark:/13030/hb1f59p0xc/admin/?query=Chinese News Service), The Bancroft Library
- Finding Aid to the German poster and broadside collection, chiefly from the Nazi party during the Second World War, circa 1930 – circa 1945 (http://www.oac.cdlib.org/findaid/ark:/13030/hb1779p0b8/?query=Second%20World%20War), The Bancroft Library

Psychological warfare

Outline of war

Psychological Warfare (**PSYWAR**), or the basic aspects of modern **psychological operations** (**PSYOP**), have been known by many other names or terms, including Psy Ops, Political Warfare, “Hearts and Minds”, and Propaganda. Various techniques are used, by any set of groups, and aimed to influence a target audience's value systems, belief systems, emotions, motives, reasoning, or behavior. It is used to induce confessions or reinforce attitudes and behaviors favorable to the originator's objectives, and are sometimes combined with black operations or false flag tactics. Target audiences can be governments, organizations, groups, and individuals.

In *Propaganda: The Formation of Men's Attitudes*, Jacques Ellul discusses psychological warfare as a common peace policy practice between nations as a form of indirect aggression in place of military aggression. This type of propaganda drains the public opinion of an opposing regime by stripping away its power on public opinion. This form of aggression is hard to defend against because no international court of justice is capable of protecting against psychological aggression since it cannot be legally adjudicated. The only defense is using the same means of psychological warfare. It is the burden of every government to defend its state against propaganda aggression. "Here the propagandists is [sic] dealing with a foreign adversary whose morale he seeks to destroy by psychological means so that the opponent begins to doubt the validity of his beliefs and actions."[1] The tactic has long been used by hate groups such as the KKK in order to perpetuate their grasp on power and view of the world. [2]

The U.S. Department of Defense defines psychological warfare as:

> "The planned use of propaganda and other psychological actions having the primary purpose of influencing the opinions, emotions, attitudes, and behavior of hostile foreign groups in such a way as to support the achievement of national objectives."

This definition indicates that a critical element of the U.S. psychological operations capabilities includes propaganda and by extension counterpropaganda. Joint Publication 3-53 establishes specific policy to use public affairs mediums to counterpropaganda from foreign origins. [3]

During World War II the United States Joint Chiefs of Staff defined psychological warfare more broadly stating "Psychological warfare employs *any* weapon to influence the mind of the enemy. The weapons are psychological only in the effect they produce and not because of the weapons themselves."[4]

History

Cyrus the Great

Although the first Great king of the Achaemenid Empire was known as a conqueror, he is also remembered for his tolerance towards those he defeated.[5]

To avoid a revolt by the newly conquered peoples, Cyrus the Great showed respect to their customs and allowed them to continue to practice their religions. He also freed 40,000 Jewish slaves in Babylon, sent them back to Judah and funded the building of a new temple in Jerusalem, which gave him the title "Liberator" and Messiah in the Old Testament.[6]

Cyrus is also known for the creation of his new Imperial Guards, "The Immortals". Notably, in mid-battle, they removed the dead from the battlefield so whether the battle is won or lost, their enemies never truly saw a dead Immortal. The name comes from the fact that no Immortal appeared to have died. According to ancient historians such as Herodotus, they have been said at times to wear a thin tiara over their face to give them a faceless, menacing look that contributed to their "deathless" reputation.

Alexander the Great

Although not always accredited as the first practitioner of psychological warfare, Alexander the Great undoubtedly showed himself to be effective in swaying the mindsets of the populaces that were conquered in his campaigns. This fact is evident upon study and research into the remaining historical records regarding the terms of peace from the reign of Alexander of Macedonia. Though few records exist, they indicate that Alexander, or at the very least his advisers, were very shrewd negotiators and well versed in achieving diplomacy. [*citation needed*]

To keep the new Macedonian state and assortment of powerful Greek tribes from revolting against their leader, Alexander the Great left some of his men behind in each city to introduce Greek culture, control it, oppress dissident views, and interbreed. Alexander paid his soldiers to marry non-Greek women. He wanted to assimilate people of all nations.[*citation needed*]

The Mongols

Genghis Khan, leader of the Mongolian Empire in the 13th century AD, united his people to eventually create the largest contiguous empire in human history. Defeating the will of the enemy was the top priority.

Before attacking a settlement, the Mongol generals demanded submission to the Khan, and threatened the initial villages with complete destruction if they refused to surrender. After winning the battle, the Mongol generals fulfilled their threats and massacred the survivors.

Examples include the destruction of the nations of Kiev and Khwarizm. Consequently, tales of the encroaching horde spread to the next villages and created an aura of insecurity that undermined the possibility of future resistance.

Subsequent nations were much more likely to surrender to the Mongols without fighting. Often this, as much as the Mongols' tactical prowess, secured quick Mongol victories.

Genghis Khan also employed tactics that made his numbers seem greater than they actually were. During night operations he ordered each soldier to light three torches at dusk to give the illusion of an overwhelming army and deceive and intimidate enemy scouts. He also sometimes had objects tied to the tails of his horses, so that riding on open and dry fields raised a cloud of dust that gave the enemy the impression of great numbers. His soldiers used arrows specially notched to whistle as they flew through the air, creating a terrifying noise.

The Mongols also employed other gruesome terror tactics to weaken the will to resist. One infamous incident occurred during Tamerlane's Indian campaign. Tamerlane, an heir to the Mongol martial tradition, built a pyramid of 90,000 human heads in front of the walls of Delhi, to convince them to surrender.

Other tactics included firing severed human heads from catapults into enemy lines and over city walls to frighten enemy soldiers and citizens and spread diseases in the closed confines of a besieged city. The results were thus not only psychological since in 1347, the Mongols under Janibeg catapulted corpses infected with plague into the trading city of Kaffa in Crimea, making it one of the first known uses of biological warfare.

Spanish Civil War

After the beginning of the Spanish Civil War, the Nationalist General Queipo de Llano started broadcasting transmissions to be heard by Republican zone listeners. Over loudspeakers he could be heard saying: "Red soldiers, abandon arms. Franco forgives and redeems. Follow the example set by your comrades who have joined our ranks. Only then you will achieve victory, happiness at home, and peace in your heart."

World War II

One of the first leaders inexorably to gain fanatical support through the use of microphone technology was Germany's Adolf Hitler. By first creating a speaking environment, designed by Joseph Goebbels, he was able to exaggerate his presence to make him seem messianic. Hitler also coupled this with the resonating projections of his orations for effect. British Prime Minister Winston Churchill made similar use of radio for propaganda against the Germans.

An example of a World War II era leaflet meant to be dropped from an American B-17 over a German city. See the file description page for a translation.

The British set up the Political Warfare Executive to produce and distribute 'black' and 'white' propaganda (see Categories of psychological warfare section for definitions). Through the use of powerful transmitters, broadcasts could be made across Europe. Sefton Delmer managed a successful black propaganda campaign through several radio stations which were designed to be popular with German troops while at the same time introducing news material that would weaken their morale under a veneer of authenticity.

During World War II, psychological warfare was used by the military. The invasion of Normandy was considered successful in part because of the displayed fusion of psychological warfare and military deception.[*citation needed*]

As an example, before D-Day, Operation Quicksilver, one element of Operation Fortitude, which itself was part of a larger deception strategy (Operation Bodyguard), created a fictional "First United States Army Group" (FUSAG) commanded by General George Patton that supposedly would invade France at the Pas-de-Calais. American troops used false signals, decoy installations and phony equipment to deceive German observation aircraft and radio interception operators.

The German Stukas used a high-pitch siren attached to the plane to lower the morale of their enemies when they performed air raids on enemy front. The siren is commonly compared to the sound of airplanes falling from the sky in modern cinema.

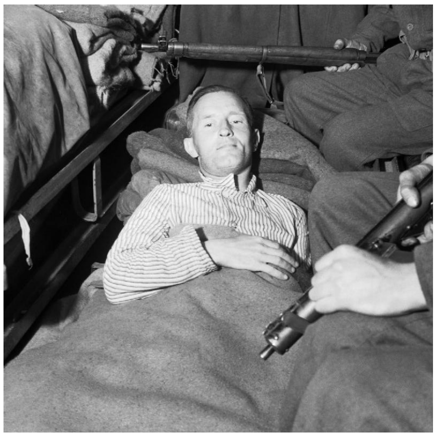
When the actual invasion began, the success of Fortitude was that it misled the German High Command into believing the landings were a diversion and of keeping reserves away from the beaches. Erwin Rommel was the primary target of the psychological aspects of this operation[*citation needed*]. Convinced that Patton would lead the invasion, Rommel was caught off-guard and unable to react strongly to the Normandy invasion, as Patton's illusory

FUSAG had not "yet" landed. Confidence in his own intelligence and judgement rendered the German response to the beachhead ineffectual[citation needed].

Cold War

The term "Cold War" was coined by the English writer George Orwell, after the dropping of the first atomic bombs in 1945 had ushered in a new world also foreseen by H.G. Wells. It described a world where the two major powers—each possessing nuclear weapons and thereby threatened with mutual assured destruction—never met in direct military combat. Instead, in their struggle for global influence they engaged in ongoing psychological warfare.

Modern psychological warfare operations



William Joyce, who was "Lord Haw-Haw" to British wartime listeners, now silenced and under arrest, lies in an ambulance under armed guard before being taken from British Second Army Headquarters to a hospital.

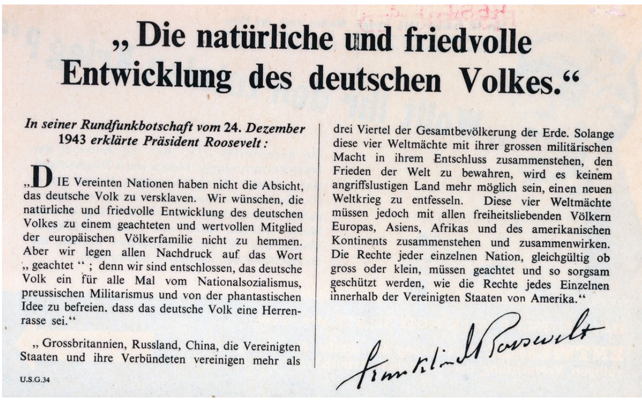
Most uses of the term psychological warfare refers to military methods such as:

- Distributing pamphlets, e.g. in the Persian Gulf War, encouraging desertion or (in World War II) supplying instructions on how to surrender
- Propaganda radio stations, such as Lord Haw-Haw in World War II on the "Germany calling" station
- Renaming cities and other places when captured, such as the renaming of Saigon to Ho Chi Minh City after communist victory in the Vietnam War
- Shock and awe military strategy
- False Flag events
- Projecting repetitive and annoying sounds and music for long periods at high volume towards groups under siege like in Operation Nifty Package. In Iraq and Afghanistan, U.S. counterinsurgency used music, most commonly American heavy metal or rock music, to confuse or scare local militia.
- Disturbing chicken noises were repeatedly played over a loud-speaker at Guantanamo Bay for over 25 hours as a form of sleep deprivation.
- Use of loudspeaker systems to communicate with enemy soldiers
- Direct phone calls to intimidate enemy commanding officers and their families[citation needed]

Most of these techniques were developed during World War II or earlier, and have been used to some degree in every conflict since. Daniel Lerner was in the OSS (the predecessor to the American CIA) and in his book, attempts to analyze how effective the various strategies were.

He concludes that there is little evidence that any of them were dramatically successful, except perhaps surrender instructions over loudspeakers when victory was imminent. It should be noted, though, that measuring the success or failure of psychological warfare is very hard, as the conditions are very far from being a controlled experiment.

Germany



„Die natürliche und friedvolle Entwicklung des deutschen Volkes.“

In seiner Rundfunkbotschaft vom 24. *Dezember* 1943 *erklärte Präsident Roosevelt:*

„DIE Vereinten Nationen haben nicht die Absicht, das deutsche Volk zu versklaven. Wir wünschen, die natürliche und friedvolle Entwicklung des deutschen Volkes zu einem geachteten und wertvollen Mitglied der europäischen Völkerfamilie nicht zu hemmen. Aber wir legen allen Nachdruck auf das Wort „geachtet“; denn wir sind entschlossen, das deutsche Volk ein für alle Mal vom Nationalsozialismus, preussischen Militarismus und von der phantastischen Idee zu befreien, dass das deutsche Volk eine Herrenrasse sei.“

„Grossbritannien, Russland, China, die Vereinigten Staaten und ihre Verbündeten vereinigen mehr als drei Viertel der Gesamtbevölkerung der Erde. Solange diese vier Weltmächte mit ihrer grossen militärischen Macht in ihrem Entschluss zusammenstehen, den Frieden der Welt zu bewahren, wird es keinem angriffslustigen Land mehr möglich sein, einen neuen Weltkrieg zu entfesseln. Diese vier Weltmächte müssen jedoch mit allen freiheitsliebenden Völkern Europas, Asiens, Afrikas und des amerikanischen Kontinents zusammenstehen und zusammenwirken. Die Rechte jeder einzelnen Nation, gleichgültig ob gross oder klein, müssen geachtet und so sorgsam geschützt werden, wie die Rechte jedes Einzelnen innerhalb der Vereinigten Staaten von Amerika.“

Franklin D Roosevelt

U.S.G.34

The other side of the above leaflet. This is the text of a speech given by Franklin D. Roosevelt, translated into German. Click here for a translation.

In the German Bundeswehr, the **Zentrum Operative Information** and its subordinate **Bataillon für Operative Information 950** are responsible for the PSYOP efforts (called **Operative Information** in German). Both the center and the battalion are subordinate to the new *Streitkräftebasis* (Joint Services Support Command, SKB) and together consist of about 1,200 soldiers specialising in modern communication and media technologies. One project of the German PSYOP forces is the radio station *Stimme der Freiheit* (Sada-e Azadi, Voice of Freedom), heard by thousands of Afghans. Another is the publication of various newspapers and magazines in Kosovo and Afghanistan, where German soldiers serve with NATO.

United Kingdom

In the British Armed Forces, PSYOPS are handled by the tri-service 15 Psychological Operations Group. (See also MI5 and Secret Intelligence Service). The British were one of the first major military powers to use psychological warfare in World War II, especially against the Japanese. The Gurkhas, who are Nepalese soldiers in British service, have always been feared by the enemy due to their use of a curved knife called the kukri.

The British used this fear to great effect, as Gurkhas were used to terrorize Japanese soldiers through nighttime raids on their camps and they were terrifying also to Argentine soldiers, most of them conscripts, during the Falklands War.

United States of America

See also Psychological Operations (United States)

The purpose of United States psychological operations is to induce or reinforce attitudes and behaviors favorable to US objectives. The Special Activities Division (SAD) is a division of the Central Intelligence Agency's National Clandestine Service, responsible for Covert Action and "Special Activities". These special activities include covert political influence (which includes psychological operations) and paramilitary operations.[7] SAD's political influence group is the only US unit allowed to conduct these operations covertly and is considered the primary unit in this area.

Dedicated psychological operations units exist in the United States Army. The United States Navy also plans and executes limited PSYOP missions. United States PSYOP units and soldiers of all branches of the military are prohibited by law from targeting U.S. citizens with PSYOP within the borders of the United States (Executive Order S-1233, DOD Directive S-3321.1, and National Security Decision Directive 130). While United States Army PSYOP units may offer non-PSYOP support to domestic military missions, they can only target foreign audiences.

The United States ran an extensive program of psychological warfare during the Vietnam War. The Phoenix Program had the dual aim of assassinating Viet Cong personnel and terrorizing any potential sympathizers or passive supporters. Chieu Hoi program of the South Vietnam government promoted Viet Cong defections.

"Viet Cong, beware!" - South Vietnam leaflets urging the defection of Viet Cong


A U.S. Air Force O-2 of the 9th Special Operations Squadron dropping Chieu Hoi leaflets over the Republic of Vietnam.

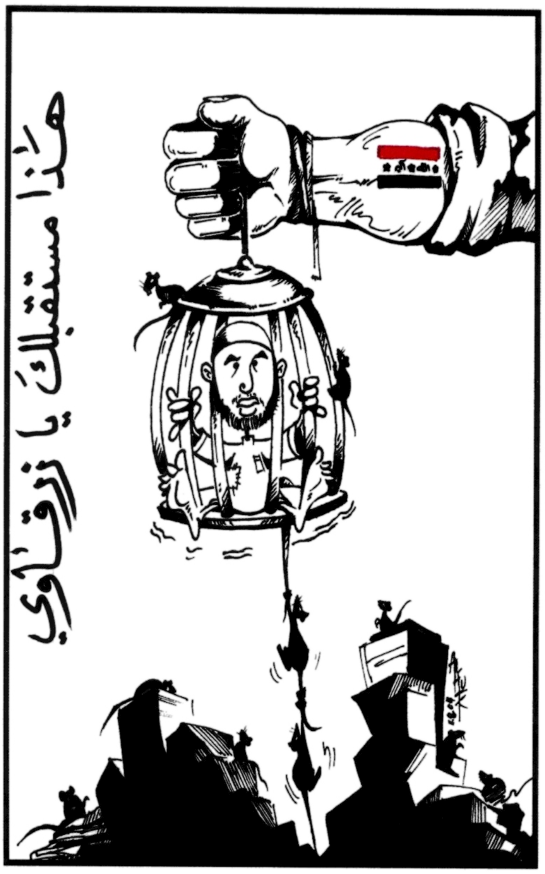
When members of the VCI were assassinated, CIA and Special Forces operatives placed playing cards in the mouth of the deceased as a calling card. During the Phoenix Program, over 19,000 Viet Cong supporters were killed.

The CIA made extensive use of Contra death squads in Nicaragua to destabilize the Sandinista government, which the U.S. maintained was communist. The CIA used psychological warfare techniques against the Panamanians by broadcasting pirate TV broadcasts. The CIA has extensively used propaganda broadcasts against the Cuban government through TV Marti, based in Miami, Florida. However, the Cuban government has been successful at jamming the signal of TV Marti.

During the Waco Siege, the FBI and ATF conducted psychological operations on the men, women and children inside the Mount Carmel complex. This included using loudspeakers to play sounds of animals being slaughtered, drilling noises and clips from talk shows about how much their leader David Koresh was hated. In addition, very bright, flashing lights were used at night.[8]

In the Iraq War, the United States used the shock and awe campaign to psychologically maim, and break the will of the Iraqi Army to fight.

More recently, an article in Rolling Stone magazine alleges the United States has conducted psychological operations on its own senators and other decision makers in order to influence foreign policy. The article quotes U.S. Army Lt. Col. Michael Holmes describing how the U.S. Army illegally ordered a team of soldiers specializing in "psychological operations" to manipulate visiting American senators into providing more troops and funding for the war. According to Holmes, the orders came from the command of Lt. Gen. William B. Caldwell, a three-star general in charge of training Afghan troops. Gen. David Petraeus, commander of the forces in Afghanistan, ordered an investigation into the allegations made in the article.



An American PSYOP leaflet disseminated during the Iraq War. It shows a caricature of al-Qaeda in Iraq leader al-Zarqawi caught in a rat trap. The caption reads "This is your future, Zarqawi" (هذا مستقبلك يا زرقاوي).

A U.S. Army field manual released in January 2013 states that "Inform and Influence Activities" are critical for describing, directing, and leading military operations. Several Army Division leadership staff are assigned to “planning, integration and synchronization of designated information-related capabilities."[9]

Categories of psychological warfare

In his book Daniel Lerner divides psychological warfare operations into three categories:[10]Wikipedia:Citing sources

White [Omissions + Emphasis]
: Truthful and not strongly biased, where the source of information is acknowledged.

Grey [Omissions + Emphasis + Racial/Ethnic/Religious Bias]
: Largely truthful, containing no information that can be proven wrong; the source is not identified.

Black [Commissions of falsification]
: Inherently deceitful, information given in the product is attributed to a source that was not responsible for its creation.

Mr. Lerner points out that grey and black operations ultimately have a heavy cost, in that the target population sooner or later recognizes them as propaganda and discredits the source. He writes, "This is one of the few dogmas advanced by Sykewarriors that is likely to endure as an axiom of propaganda: Credibility is a condition of persuasion. Before you can make a man do as you say, you must make him believe what you say.":28 Consistent with this idea, the Allied strategy in World War II was predominantly one of truth (with certain exceptions).[*citation needed*]

References

[1] Ellul, Jacques (1973). *Propaganda: The Formation of Men’s Attitudes*, p. xiii.Trans. Konrad Kellen & Jean Lerner. Vintage Books, New York. ISBN 978-0-394-71874-3.

[2] http://books.google.com/books?id=o6s84xxDakkC&pg=PA154&lpg=PA154&dq=kkk+psychological+terror&source=bl&ots=DjdKOSjQFy&sig=-a4KmZOrRkHCmQHN-9g4-Pk6tAg&hl=en&sa=X&ei=SlceUYfyLLH7yAG1yYHwBw&ved=0CDUQ6AEwAA

[3] Garrison, WC (1999). *Information Operations and Counter-Propaganda: Making a Weapon of Public Affairs*,Strategy Research Project, U.S. Army War College, p. 12 ,1999, http://www.dtic.mil/dtic/tr/fulltext/u2/a363892.pdf(accessed April 4, 2012)], 12.

[4] From "Overall Strategic Plan for the United States' Psychological Warfare, " 1 March 1943, JCS Records, Strategic Issues, Reel 11. Quoted in

[5] www.iranchamber.com (http://www.iranchamber.com/history/cyrus/cyrus.php)

[6] www.livius.org (http://www.livius.org/men-mh/messiah/messiah_04.html)

[7] Executive Secrets: Covert Action and the Presidency, William J. Daugherty, University of Kentucky Press, 2004.

[8] Waco footage at 3:00 minutes. (http://www.youtube.com/watch?v=Ir_dlN1vN5E)

[9] "Pentagon gearing up to fight the PR war" (http://www.washingtonpost.com/world/national-security/pentagon-gearing-up-to-fight-the-pr-war/2013/02/06/b3a9a582-6ef0-11e2-aa58-243de81040ba_story.html) *Washington Post*, February 6, 2013

[10] Daniel Lerner. *Psychological Warfare Against Nazi Germany: The Sykewar Campaign, D-Day to VE-Day*. ISBN 0-262-12045-3 or 0-262-62019-7 (1949). George W. Stewart, New York; Reprinted (1971) MIT Press.

Bibliography

- Fred Cohen. *Frauds, Spies, and Lies - and How to Defeat Them*. ISBN 1-878109-36-7 (2006). ASP Press.
- Fred Cohen. *World War 3 ... Information Warfare Basics*. ISBN 1-878109-40-5 (2006). ASP Press.
- Gagliano Giuseppe. *Guerra psicologia.Disinformazione e movimenti sociali.Introduzione del Gen.Carlo Jean e di Alessandro Politi Editrice Aracne,Roma,2012 .*
- Gagliano Giuseppe. *Guerra psicologia.Saggio sulle moderne tecniche militari,di guerra cognitiva e disinformazione .Introduzione del Gen.Carlo Jean , Editrice Fuoco,Roma 2012 .*
- Paul M. A. Linebarger. *Psychological Warfare*. International Propaganda and Communications. ISBN 0-405-04755-X (1948). Revised second edition, Duell, Sloan and Pearce (1954).

External links

- Movie: *Psywar: The Real Battlefield is the Mind* (http://www.informationclearinghouse.info/article26259.htm) by Metanoia (http://metanoia-films.org/psywar.php) films
- The history of psychological warfare (http://www.psywar.org)
- IWS Psychological Operations (PsyOps) / Influence Operations (http://www.iwar.org.uk/psyops/)
- Pentagon psychological warfare operation (http://www.usatoday.com/news/washington/2005-12-14-pentagon-pr_x.htm) USA Today December 15, 2005
- U.S. Adapts Cold-War Idea to Fight Terrorists (http://www.nytimes.com/2008/03/18/washington/18terror.html?) NYTimes March 18, 2008
- US Army PSYOPS Info (http://www.iamarmy.com/Reenlistment/PacketMOS/psyops.php) - Detailed information about the US Army Psychological Operation Soldiers
- IWS — The Information Warfare Site (http://www.iwar.org.uk/psyops/)
- U.S. — PSYOP producing mid-eastern kids comic book (http://news.bbc.co.uk/2/hi/middle_east/4396351.stm)
- The Institute of Heraldry — Psychological Operations (http://www.tioh.hqda.pentagon.mil/Heraldry/ArmyDUISSICOA/ArmyHeraldryBranch.aspx?b=232)
- Psychological warfare (http://cestudec.com/documento.asp?id=149—)

Publicity

Marketing
Key concepts
• Product marketing
• Pricing
• Distribution
• Service
• Retail
• Brand management
• Brand licensing
• Account-based marketing
• Ethics
• Effectiveness
• Research
• Segmentation
• Strategy
• Activation
• Management
• Dominance
• Marketing operations
• Social marketing
• Identity
Promotional contents
• Advertising
• Branding
• Underwriting spot
• Direct marketing
• Personal sales
• Product placement
• Publicity
• Sales promotion
• Sex in advertising
• Loyalty marketing
• Mobile marketing
• Premiums
• Prizes
• Corporate anniversary
• On Hold Messaging
Promotional media
• Printing
• Publication
• Broadcasting
• Out-of-home advertising
• Internet
• Point of sale
• Merchandise
• Digital marketing

- In-game advertising
- Product demonstration
- Word-of-mouth
- Brand ambassador
- Drip marketing
- Visual merchandising

Publicity is the deliberate attempt to manage the public's perception of a subject. The subjects of publicity include people (for example, politicians and performing artists), goods and services, organizations of all kinds, and works of art or entertainment.

Publicity is the act of attracting the media attention and gaining visibility with the public, it necessarily needs the compliment of the media it cannot be done internally because it requires the attention of the publicist and it is the publicist that carries out publicity while PR is the strategic management function that helps an organization communicate, establish and maintain relation with the important audiences, It can be done internally without the use of media

From a marketing perspective, publicity is one component of promotion which is one component of marketing. The other elements of the *promotional mix* are advertising, sales promotion, direct marketing and personal selling. Examples of promotional tactics include:

- Art exhibitions
- event sponsorship
- Arrange a speech or talk
- Make an analysis or prediction
- Conduct a poll or survey
- Issue a report
- Take a stand on a controversial subject
- Arrange for a testimonial
- Announce an appointment
- Invent then present an award
- Stage a debate
- Organize a tour of your business or projects
- Issue a commendation

The advantages of publicity are low cost, and credibility (particularly if the publicity is aired in between news stories like on evening TV news casts). New technologies such as weblogs, web cameras, web affiliates, and convergence (phone-camera posting of pictures and videos to websites) are changing the cost-structure. The disadvantages are lack of control over how your releases will be used, and frustration over the low percentage of releases that are taken up by the media.

Publicity draws on several key themes including birth, love, and death. These are of particular interest because they are themes in human lives which feature heavily throughout life. In television serials several couples have emerged during crucial ratings and important publicity times, as a way to make constant headlines. Also known as a publicity stunt, the pairings may or may not be according to the fact.

"Publicity is not merely an assembly of competing messages: it is a language in itself which is always being used to make the same general proposal," writes the art critic John Berger. "It proposes to each of us that we transform ourselves, or our lives by buying something more."

Publicists

A publicist is a person whose job is to generate and manage publicity for a product, public figure, especially a celebrity, or for a work such as a book or movie or band. Publicists could work in large companies as in little companies.

Though there are many aspects to a publicist's job, their main function is to persuade the press to report about their client in the most positive way possible. Publicists are adept at identifying and pulling out "newsworthy" aspects of products and personalities to offer to the press as possible reportage ideas. Publicists offer this information to reporters in the specific format of a magazine, newspaper, TV or radio show, or online outlet. The third aspect of a publicist's job is to shape "stories" about their clients at a time that fits within a media outlet's news cycle.

Publicists are most often categorized under a marketing arm of a company. Marketing is anything that a company does to get their product into the hands of a customer who will pay for it. Publicity, specifically, uses the objective opinion of a reporter to tell that story. A seasoned publicist knows how to present a newsworthy story in a way that suggests editorial coverage in a certain direction. This is what is generally referred to as "spin," though it is not a negative connotation, only a very keen ability to present a story in a way that fits for a media outlet at the right time.

Effectiveness of Publicity

The theory, *Any press is good press,* has been coined to describe situations where bad behaviour by people involved with an organization or brand has actually resulted in positive results, due to the fame and press coverage accrued by such events.

One example would be the Australian Tourism Board's "So where the bloody hell are you?" advertising campaign that was initially banned in the UK, but the amount of publicity this generated resulted in the official website [1] for the campaign being swamped with requests to see the banned ad.[2]

The popular sitcom, *Married... with Children*, achieved skyrocketing ratings after activist Terry Rakolta petitioned sponsors to withdraw their support from the program. [*citation needed*]

References

[1] http://www.wherethebloodyhellareyou.com/
[2] UK restricts 'bloody hell' tourism ads. 09/03/2006. ABC News Online (http://www.abc.net.au/news/newsitems/200603/s1588066.htm) (Dead Link)

Spin (public relations)

In public relations, **spin** is a form of propaganda, achieved through providing an interpretation of an event or campaign to persuade public opinion in favor or against a certain organization or public figure. While traditional public relations may also rely on creative presentation of the facts, "spin" often, though not always, implies disingenuous, deceptive and/or highly manipulative tactics.[1]

Politicians are often accused by their opponents of claiming to be honest and seek the truth while using spin tactics to manipulate public opinion. Because of the frequent association between spin and press conferences (especially government press conferences), the room in which these take place is sometimes described as a spin room. A group of people who develop spin may be referred to as "**spin doctors**" who engage in "spin doctoring" for the person or group that hired them.[2]

History

Edward Bernays has been called the "Father of Spin". As Larry Tye describes in his book *The Father of Spin: Edward L. Bernays and The Birth of Public Relations*, Bernays was able to help tobacco and alcohol companies use techniques to make certain behaviors more socially acceptable in the 20th-century US. Tye claims that Bernays was proud of his work as a propagandist.[3]

As information technology has increased dramatically since the end of the 20th century, commentators like Joe Trippi have advanced the theory that modern internet activism spells the end for political spin. By providing immediate counterpoint to every point a "spin doctor" can come up with, this theory suggests, the omnipresence of the internet in some societies will inevitably lead to a reduction in the effectiveness of spin.[4]

Techniques

The techniques of spin include:

- Selectively presenting facts and quotes that support one's position (cherry picking)
- Non-denial denial
- Non-apology apology
- Mistakes were made
- Phrasing in a way that assumes unproven truths, or avoiding the question[5]
- "Burying bad news": announcing one popular thing at the same time as several unpopular things, hoping that the media will focus on the popular one.
- Misdirection and diversion[6]

For years businesses have used fake or misleading customer testimonials by editing/spinning a customers clients to reflect a much more satisfied experience than was actually the case. In 2009 the FTC updated their laws to include measures to prohibit this type of 'spinning' and have been enforcing these laws as of late. Additionally, over the past 5–6 years several companies have arisen that verify the authenticity of the testimonials businesses present on the marketing materials in an effort to convince one to become a customer.

Another spin technique involves a delay in the release of bad news so it can be hidden in the "shadow" of more important or favorable news or events.

Uses

- Spin occurred when UK government press officer Jo Moore used the phrase *It's now a very good day to get out anything we want to bury* in an email sent on September 11, 2001, following the attacks on the World Trade Center.[7] When this email was reported in the press it caused widespread outrage for which Moore was forced to apologize.[8] She was later made to resign when it was claimed she had sent a similar email following the death of Princess Margaret.[9]
- In the United States, public affairs dealing with US military contacts during the beginning of the War in Iraq used a spin tactic. Several parts of U.S. military wanted to hire public relations firms to send out fabricated or misleading information to get a rise in the public approval of the war. Some officials did not want to join information officers with public affairs officers for the fear of undermining the military's credibility. This form of spin uses the tactic of blowing small circumstances out of proportion to get a certain reaction from the public.[10]
- In light of much criticism about the detention center for terrorism suspects in Guantanamo Bay, the Bush administration sent a planeload of prominent ex-military officers, many of whom were either lobbyists or consultants, or affiliated with prominent television networks or radio stations to the detention center for a carefully orchestrated tour. The field trip was an effort by the president's administration to influence the spin media would apply to their reports about the detention centers.[11]

Fictional spin doctors

- Malcolm Tucker – Number 10 Director of Communications and Strategy in the BBC comedy *The Thick of It* and the film *In the Loop*. Portrayed by Peter Capaldi.
- Nick Naylor – Protagonist of Christopher Buckley's bestseller *Thank You for Smoking*.
- Deputy Mayor Mike Flaherty in the American sitcom *Spin City*.
- Conrad Brean – hired to save a presidential election in *Wag the Dog*.
- Charles Prentiss and Martin McCabe in the BBC comedy *Absolute Power*.
- In the game Toontown Online, one of the Lawbot Cogs has been named a Spin Doctor.
- Dick Harper – Protagonist in Fun With Dick and Jane.
- Jeremy Slank in *Fat*
- Kasper Juul in *Borgen*
- Olivia Pope in *Scandal*
- Squealer in *Animal Farm*
- The Courtier in *The Courtier's Reply*
- Russ Duritz in *The Kid*
- Tony [12] in The Hollowmen

References

[1] Safire, William. "The Spinner Spun," (http://www.nytimes.com/1996/12/22/magazine/the-spinner-spun.html?scp=19&sq=spin definition&st=cse) *New York Times.* December 22, 1996.

[2] Michael, Powell. "Tit for Tat on a Night Where Spin Is Master," (http://www.nytimes.com/2008/02/22/us/politics/22scene.html) *New York Times.* February 22, 2008.

[3] Stauber, John and Sheldon Rampton. "Book Review: *The Father of Spin: Edward L. Bernays & The Birth of PR* by Larry Tye," (http://www.prwatch.org/prwissues/1999Q2/bernays.html) *PR Watch* (Second Quarter 1999). Vol. 6, No. 2.

[4] Branigan, Tania. " Internet spells end for political spin, says US web guru (http://www.guardian.co.uk/media/2007/jun/13/newmedia.egovernment)". *The Guardian*. 12 June 2007.

[5] Staff. " Are these examples of political spin? (http://www.bbc.co.uk/learningzone/clips/are-these-examples-of-political-spin/7265.html)". *BBC Learning Zone*. Clip 7265. 2013.

[6] Weissman, Jerry. " Spin vs. Topspin (http://www.huffingtonpost.com/jerry-weissman/spin-versus-topspin_b_218103.html)". *The Huffington Post*. 19 June 2009.

[7] Sparrow, Andrew. "Sept 11: 'a good day to bury bad news,'" (http://www.telegraph.co.uk/news/uknews/1358985/Sept-11-'a-good-day-to-bury-bad-news'.html) *Telegraph* (London). October 10, 2001.

[8] McSmith, Andy. "Sorry mess as Jo Moore makes her apology," (http://www.telegraph.co.uk/news/uknews/1359677/Sorry-mess-as-Jo-Moore-makes-her-apology.html) *Telegraph* (London). October 17, 2001.

[9] Sparrow, Andrew. "'A good day' for No10 to bury Jo Moore's career," (http://www.telegraph.co.uk/news/uknews/1385043/'A-good-day'-for-No10-to-bury-Jo-Moore's-career.html) *Telegraph* (London). February 16,b 2002.

[10] "Just What Iraq Needs: More U.S. Propaganda," (http://www.prwatch.org/node/5973) *Los Angeles Times.* April 18, 2007.

[11] Barstow, David. 2008. "Behind TV Analysts, Pentagon's Hidden Hand: Courting Ex-Officers Tied to Military Contractors."New York Times (April 20): 1+

[12] http://www.abc.net.au/tv/hollowmen/#/whos-who/tony

Bibliography

- Roberts, Alasdair S. (2005). "Spin Control and Freedom of Information: Lessons for the United Kingdom from Canada". *Public Administration* **83**: 1–23. doi: 10.1111/j.0033-3298.2005.00435.x (http://dx.doi.org/10.1111/j.0033-3298.2005.00435.x).

External links

- Christian Science Monitor: The spin room – oily engine of the political meat grinder (http://www.csmonitor.com/2003/1212/p11s01-coop.htm)
- Outfoxed: OUTFOXED: Rupert Murdoch's War on Journalism (http://www.outfoxed.org/)
- Spin of the Day (http://www.prwatch.org/spin) – Center for Media and Democracy
- Spinwatch (http://www.spinwatch.org) monitors spin and propaganda
- SPIN (documentary): (http://documentarystorm.com/politics/spin/)
- *Booknotes* interview with Bill Press on *Spin This! All The Ways We Don't Tell the Truth*, January 6, 2002. (http://www.booknotes.org/Watch/168061-1/Bill+Press.aspx)

Agenda-setting theory

Agenda-setting theory describes the "ability [of the news media] to influence the salience of topics on the public agenda." That is, if a news item is covered frequently and prominently the audience will regard the issue as more important. Agenda-setting theory was formally developed by Dr. Max McCombs and Dr. Donald Shaw in a study on the 1968 presidential election. In the 1968 "Chapel Hill study," McCombs and Shaw demonstrated a strong correlation ($r > .9$) between what 100 residents of Chapel Hill, North Carolina thought was the most important election issue and what the local and national news media reported was the most important issue. By comparing the salience of issues in news content with the public's perceptions of the most important election issue, McCombs and Shaw were able to determine the degree to which the media determines public opinion. Since the 1968 study, published in a 1972 edition of *Public Opinion Quarterly*, more than 400 studies have been published on the agenda-setting function of the mass media, and the theory continues to be regarded as relevant.

History

The theory of agenda-setting can be traced to the first chapter of Walter Lippmann's 1922 classic, *Public Opinion*. In that chapter, "The World Outside The Pictures In Our Heads, [1]" Lippmann argues that the mass media are the principal connection between events in the world and the images in the minds of the public. Without using the term "agenda-setting," Walter Lippmann was writing about what we today would call "agenda-setting." Following Lippmann, in 1963, Bernard Cohen observed that the press "may not be successful much of the time in telling people what to think, but it is stunningly successful in telling its readers what to think about. The world will look different to different people," Cohen continues, "depending on the map that is drawn for them by writers, editors, and publishers of the paper they read." As early as the 1960s, Cohen had expressed the idea that later led to formalization of agenda-setting theory by McCombs and Shaw.

Though Maxwell McCombs already had some interest in the field he was exposed to Cohen's work while serving as a faculty member at UCLA, and it was Cohen's work that heavily influenced him, and later Donald Shaw. The concept of agenda setting was launched by McCombs and Shaw during the 1968 presidential election in Chapel Hill, North Carolina. They examined Lippmann's idea of construction of the pictures in our heads by comparing the issues on the media agenda with key issues on the undecided voters' agenda. They found evidence of agenda setting by identifying that salience of the news agenda is highly correlated to that of the voter's agenda.

A relatively unknown scholar named G. Ray Funkhouser performed a study highly similar to McCombs and Shaw's around exactly the same time the authors were formalizing the theory. All three scholars - McCombs, Shaw, and Funkhouser - even presented their findings at the same academic conference. Funkhouser's article was published later than McCombs and Shaw's, and Funkhouser doesn't receive as much credit as McCombs and Shaw for discovering agenda setting. According to Everett Rogers, there are two main reasons for this. First, Funkhouser didn't formally name the theory. Second, Funkhouser didn't pursue his research much past the initial article. Rogers also suggests that Funkhouser was geographically isolated at Stanford, cut off from interested researchers, whereas McCombs had Shaw and got other people interested in agenda setting research.

Core assumptions and statements

Agenda-setting is the creation of public awareness and concern of salient issues by the news media. Two basic assumptions underlie most research on agenda-setting: (1) the press and the media do not reflect reality; they filter and shape it; (2) media concentration on a few issues and subjects leads the public to perceive those issues as more important than other issues. One of the most critical aspects in the concept of an agenda-setting role of mass communication is the time frame for this phenomenon. In addition, different media have different agenda-setting potential.

The cognitive effects of agenda-setting

Agenda setting occurs through a cognitive process known as "accessibility." Accessibility implies that the more frequently and prominently the news media cover an issue, the more instances of that issue become accessible in audience's memories. When respondents are asked what the most important problem facing the country is, they answer with the most accessible news issue in memory, which is typically the issue the news media focus on the most. The agenda-setting effect is not the result of receiving one or a few messages but is due to the aggregate impact of a very large number of messages, each of which has a different content but all of which deal with the same general issue. Mass-media coverage in general and agenda-setting in particular also has a powerful impact on what individuals think that other people are thinking, and hence they tend to allocate more importance to issues that have been extensively covered by mass media.

Agenda-setting vs. agenda-building

As more scholars published articles on agenda-setting theories it became evident that the process involves not only active role of media organizations, but also participation of the public as well as policymakers. Rogers and Dearing described the difference between agenda-setting and agenda-building based on the dominant role of media or public. Thus “setting” an agenda refers to the effect of the media agenda on society, transfer of the media agenda to the public agenda, while “building” an agenda includes “some degree of reciprocity” between the mass media and society where both media and public agendas influence public policy.

Berkowitz has implemented a more nuanced analysis of agenda-setting and agenda-building theories by introducing the terms policy agenda-setting and policy agenda-building. He argues that when scholars investigate only the linkage between media and policymakers, it is still appropriate to use the notion of policy agenda-setting. However, when the focus is placed not only on policymakers' personal agendas, but also on the broader salient issues where media represent only one indicator of public sentiment, Berkowitz suggests talking about policy agenda-building.

Three types of agenda-setting

Rogers and Dearing identify three types of agenda setting:

1) public agenda setting, in which the public's agenda is the dependent variable (the traditional hypothesis)

2) media agenda setting, in which the media's agenda is treated as the dependent variable (aka agenda building)

3) policy agenda setting, in which elite policy makers' agendas are treated as the dependent variable (aka political agenda setting)

Mass communication research, Rogers and Dearing argue, has focused a great deal on public agenda setting - e.g., McCombs and Shaw, 1972 - and media agenda setting, but has largely ignored policy agenda setting, which is studied primarily by political scientists. As such, the authors suggest mass communication scholars pay more attention to how the media and public agendas might influence elite policy maker's agendas (i.e., scholars should ask where the President or members of the U.S. Congress get their news from and how this affects their policies). Writing in 2006, Walgrave and Van Aelst took up Rogers and Dearing's suggestions, creating a preliminary theory of political agenda setting, which examines factors that might influence elite policy makers' agendas.

Research

The audience-contingent effects of agenda-setting

In an attempt to overcome mirror-image effects of agenda-setting that implied direct influence of media agenda on the audience, several scholars proposed that the model of agenda-setting should include individual/collective audience characteristics and/or real-world conditions that are likely to affect issue importance. They discovered that certain individual and group characteristics are likely to act as contingent conditions of media impact and proposed a model of “audience effects”.

According to the audience effects model media coverage interacts with the audience's pre-existing sensitivities to produce changes in issue concerns. Thus media effects are contingent on issue-specific audience characteristics. For instance, for high-sensitivity audiences who are most affected by a certain issue or a problem, the salience of this issue increases substantially with news exposure, while the same exposure has little effect on other groups. Erbring, Goldenberg and Miller have also demonstrated that people who do not talk about political issues are more subject to agenda-setting influence because they depend more heavily on media content than those who receive information from other sources, including their colleagues and friends.

Another factor that causes variations in the correlation between the media and public agenda is whether an issue is "obtrusive" or "unobtrusive” or in other terms have high or low issue threshold. Obtrusive or issues with low threshold are generally the ones that affect nearly everyone and with which we can have some kind of personal experience (e.g. city-wide crime or inflation at the gas pump). Because of their link to personal concerns, these issues almost compel attention from political elites as well as the news media. Moreover, with this type of issues the problem would be of general concern even without attention from the news media.

Unobtrusive or high threshold issues are those issues that are generally remote from just about everyone (e.g. wrongdoing high up in the government like Watergate, plight of refugees from Syria). Research performed by Zucker suggests that an issue is obtrusive if most members of the public have had direct contact with it, and less obtrusive if audience members have not had direct experience. This means that the less direct experience people have with an issue, the greater is the news media's influence on public opinion on that issue

Moreover, unobtrusive or high threshold issues do not pertain into media agenda as quickly as obtrusive issues and therefore require a buildup, which is a function of more than the amount of space and/or time the media devote to the story. The latter may push the story past the threshold of inattention, but it is also important to look at the kind of coverage to explain how a certain incident becomes an issue.

Role of policymakers in agenda-setting process

Some groups have a greater ease of access than others and are thus more likely to get their demands placed on agenda than others. For instance, policymakers have been found to be more influential than the overall group of news sources because they often better understand journalists' needs for reliable and predictable information and their definition of newsworthiness. Cobb and Elder ascribed even more importance to decision makers, claiming that in order for an issue to attain agenda status, it must be supported by at least some of key decision makers as they act as guardians of the formal agenda. They also asserted that certain personages in the media can act as opinion leaders and bring media coverage to a particular issue. Government-affiliated news sources have higher success rates in becoming media agenda and have been found by a number of scholars to be the most frequently appearing of sources at the local, state, and national levels.

News sources can also provide definitions of issues, thus determining the terms of future discussion and framing problems in particular ways. What interpretation of "reality" will dominate public discourse has implications for the future of the social problem, for the interest groups and policymakers involved, and for the policy itself. For example, Gusfield argues that the highway deaths associated with alcohol consumption can be interpreted as a problem of irresponsible drunken drivers, insufficient automobile crash-worthiness, a transportation system overly dependent on cars, poor highway design, excessive emphasis on drinking in adult social life. Different ways of framing the situation may compete to be accepted as an authoritative version of reality, consequently spurring competition between sources of information for definition of an issue. Very powerful resources of information can even influence whether an issue receives media attention at all.

The relationship of media and policymakers is symbiotic and is controlled by shared culture of unofficial set of ground rules as journalists need access to official information and policymakers need media coverage; nevertheless the needs of journalists and policymakers are often incompatible because of their different orientation in time as powerful sources are at their best in routine situations and react more slowly when crisis or disaster occur. Consequently, policymakers who understand the rules of this culture the best will be most capable of setting their agendas and issue definitions. On the other hand, media also influence policymakers when government officials and politicians take the amount of media attention given to an issue as an indirect expression of public interest in the issue.

Need for orientation

Agenda-setting studies typically show variability in the correlation between media and public agenda. To explain differences in the correlation, McCombs and colleagues created the concept of "need for orientation," which "describes individual differences in the desire for orienting cues and background information."

Two concepts: relevance and uncertainty, define an individual's need for orientation. Relevance suggests that an individual will not seek news media information if an issue is not personally relevant. Hence, if relevance is low, people will feel the need for less orientation. There are many issues in our country that are just not relevant to people, because they do not affect us. Many news organizations attempt to frame issues in a way that attempts to make them relevant to its audiences. This is their way of keeping their viewership/readership high. "Level of uncertainty is the second defining condition of need for orientation. Frequently, individuals already have all the information that they desire about a topic. Their degree of uncertainty is low."[2] When issues are of high personal relevance and uncertainty low, the need to monitor any changes in those issues will be present and there will be a moderate the need for orientation. If at any point in time viewers/readers have high relevance and high uncertainty about any type of issue/event/election campaign there was a high need for orientation.

David Weaver(1977) adapted the concept of 'individual's need for orientation' defined regarding relevance and uncertainty. Research done by Weaver in 1977 suggested that individuals vary on their need for orientation. Need for orientation is a combination of the individual's interest in the topic and uncertainty about the issue. The higher levels of interest and uncertainty produce higher levels of need for orientation. So the individual would be considerably likely to be influenced by the media stories (psychological aspect of theory). Schonbach and Weaver(1985) 's study with a focus on need for orientation showed the strongest agenda setting effects at a moderate need for orientation(under conditions of low interest and high uncertainty).

Role of public in agenda-building process

The agenda-building perspective ascribes importance not only to mass media and policymakers, but also to social process, to mutually interdependent relation between the concerns generated in social environment and the vitality of governmental process. Thus according to Cobb and Elder, the agenda-building framework makes allowances for continuing mass involvement and broaden the range of recognized influences on the public policy-making process.

This idea of mass involvement has become more prominent with the advent of the Internet and its potential to make everyone a pamphleteer. Increase in the role of citizens in agenda setting sheds light on a new direction in the traditional agenda-building research.

Kim and Lee noted that the agenda-setting research on the Internet differs from traditional agenda-setting research with respect that the Internet is in competition with traditional media and has enormous capacity for contents' and users' interactivity. Lee, Lancendorfer and Lee argued that "various opinions about public issues are posted on the Internet bulletin boards or the Usenet newsgroup by Netizens, and the opinions then form an agenda in which other Netizens can perceive the salient issue". Scholars also stated that the Internet plays role in forming Internet user's opinion as well as the public space.

Kim and Lee studied the pattern of the Internet mediated agenda-setting by conducting a case study of 10 cases that have a great ripple effect in Korea for 5 years (from 2000 until 2005). Scholars found that a person's opinion could be disseminated through various online channels and could synthesize public opinion that influences news coverage. Their study suggests 'reversed agenda effects', meaning that public agenda could set media agenda. Maxwell McCombs also mentioned "reverse agenda-setting" in his recent textbook as a situation where public concern sets the media agenda.

According to Kim and Lee, agenda-building through the Internet take the following three steps: 1) Internet-mediated agenda-rippling: an anonymous netizen's opinion spreads to the important agenda in the Internet through online main rippling channels such as blogs, personal homepages, and the Internet bulletin boards. 2) agenda diffusion in the Internet: online news or web-sites report the important agenda in the Internet that in turn leads to spreading the agenda to more online publics. 3) Internet-mediated reversed agenda-setting: traditional media report online agenda to the public so that the agenda spread to both offline and online publics. However, scholars concluded that the Internet-mediated agenda-setting or agenda-building processes not always occur in consecutive order. For example, the agenda that was reported by traditional media can come to the fore again through the online discussion or the three steps can occur simultaneously in a short period of time.

Several real-world examples provide evidence that the Internet-community, particularly bloggers, can push their own agenda into public agenda, then media agenda, and, eventually, into policy agenda. For instance, in 2005 Eason Jordan, the chief news executive at CNN, abruptly resigned after being besieged by the online community after saying, according to various witnesses, that he believed the United States military had aimed at journalists in Iraq and killed 12 of them. Similarly, in 2002 Senate majority leader Trent Lott had to resign due to his inappropriate racist remarks that were widely discussed in the blogosphere. However bloggers attract attention not only to oust journalists and politicians. An online investigation on technical problems with electronic voting machines started by an activist Bev Harris in 2003 eventually forced traditional media outlets to address issue of electronic voting malperformance. This in turn made Diebold, a company that produces these machines, to acknowledge its fault and take measures to fix it.

Framing or second-level agenda-setting?

As agenda setting theory has been developed, scholars pointed out attributes that describe the object. Each of the objects on an agenda has a lot of attributes containing cognitive components such as information that describes characteristics of the object, and an affective component including tones (positive, negative, neutral) of the characteristics on agenda.

McCombs et al. (1998) demonstrated that agenda-setting research at the second level deals with the influence of ‘attribute’ salience, whereas the first level agenda-setting illustrates the influence of ‘issue’ salience. Balmas and Sheafer (2010) argued that the focus at the first level agenda-setting which emphasizes media’s role in telling us "what to think about" is shifted to media’s function of telling us "how to think about" at the second level agenda-setting. The second level of agenda-setting considers how the agenda of attributes affects public opinion (McCombs & Evatt, 1995). Furthermore, Ghanem(1997) demonstrated that the certain attributes agendas in the news with low psychological distance, drove compelling arguments for the salience of public agenda. The second level agenda setting differs from traditional agenda setting in that it focus on attribute salience, and public’s attribute agenda is regarded as one of the important variables.

There is a debate over whether framing theory should be subsumed within agenda-setting as "second-level agenda-setting." McCombs, Shaw, Weaver and colleagues generally argue that framing is a part of agenda-setting that operates as a "second-level" or secondary effect. Dietram Schefuele has argued the opposite. Scheufele argues that framing and agenda-setting possess distinct theoretical boundaries, operate via distinct cognitive processes (accessibility vs. attribution), and relate to different outcomes (perceptions of issue importance vs. interpretation of news issue).

According to Weaver,[3] framing and second-level agenda setting have the following characteristics:

Similarities:

- Both are more concerned with how issues or other objects are depicted in the media than with which issues or objects are more or less prominently reported.
- Both focus on most salient or prominent aspects of themes or descriptions of the objects of interest.
- Both are concerned with ways of thinking rather than objects of thinking

Difference:

- Framing does seem to include a broader range of cognitive processes – moral evaluations, causal reasoning, appeals to principle, and recommendations for treatment of problems – than does second-level agenda setting (the salience of attributes of an object)

Based on these shared characteristics, McCombs and colleagues[4] recently argued that framing effects should be seen as the extension of agenda setting. In other words, according to them, the premise that framing is about selecting "a restricted number of thematically related attributes" [5] for media representation can be understood as the process of transferring the salience of issue attributes (i.e., second-level agenda setting). That is, according to McCombs and colleagues’ arguments, framing falls under the umbrella of agenda setting.

According to Price and Tewksbury,[6] however, agenda setting and framing are built on different theoretical premises: agenda setting is based on accessibility, while framing is concerned with applicability (i.e., the relevance between message features and one’s stored ideas or knowledge). Accessibility-based explanation of agenda setting is also applied to second-level agenda setting. That is, transferring the salience of issue attributes (i.e., second-level agenda setting) is a function of accessibility.

For framing effects, empirical evidence shows that the impact of frames on public perceptions is mainly determined by perceived importance of specific frames rather than by the quickness of retrieving frames.[7] That is, the way framing effects transpires is different from the way second-level agenda setting is supposed to take place (i.e., accessibility). On a related note, Scheufele and Tewksbury [8] argues that, because accessibility and applicability vary in their functions of media effects, "the distinction between accessibility and applicability effects has obvious benefits for understanding and predicting the effects of dynamic information environments."

Taken together, it can be concluded that the integration of framing into agenda setting is either impossible because they are based on different theoretical premises or imprudent because merging the two concepts would result in the loss of our capabilities to explain various media effects.

Agenda setting vs. framing

Scheufele and Tewksbury argue that "framing differs significantly from these accessibility-based models [i.e., agenda setting and priming]. It is based on the assumption that how an issue is characterized in news reports can have an influence on how it is understood by audiences;" the difference between whether we think about an issue and how we think about it. Framing and agenda setting differs in their functions in the process of news production, information processing and media effects.

(a) News production: Although "both frame building and agenda building refer to macroscopic mechanisms that deal with message construction rather than media effects," frame building is more concerned with the news production process than agenda building. In other words, "how forces and groups in society try to shape public discourse about an issue by establishing predominant labels is of far greater interest from a framing perspective than from a traditional agenda-setting one."

(b) News processing: For framing and agenda setting, different conditions seem to be needed in processing messages to produce respective effects. Framing effect is more concerned with audience attention to news messages, while agenda setting is more with repeated exposure to messages.

(c) Locus of effect: Agenda-setting effects are determined by the ease with which people can retrieve from their memory issues recently covered by mass media, while framing is the extent to which media messages fit ideas or knowledge people have in their knowledge store.

Accessibility (Agenda setting) vs. Applicability (Framing)

(a) Accessibility (Agenda setting)

Increasing attention has been devoted to examining how agenda setting occur in terms of their psychological mechanisms (Holbrook & Hill, 2005). Price and Tewksbury (1997) argued that agenda setting effects are based on the accessibility model of information processing. Accessibility can be defined as “how much” or “how recently” a person has been exposed to certain issues (Kim et al., 2002). Specifically, individuals try to make less cognitive effort in forming social judgments, they are more likely to rely on the information that is easily accessible (Higgins, 1996). This leads to a greater probability that more accessible information will be used when people make judgments on certain issues (Iyeanger & Kinder, 1987; Scheufele & Tewksbury, 2007).

The concept of accessibility is the foundation of a memory-based model (Scheufele, 2000). It assumes that individuals make judgments on the issues based on information that is easily available and retrievable from their memory (Tulving & Watkins, 1975; Hastie & Park, 1986; Iyengar, 1990). Tversky and Kahneman (1974) also argue that the formation of individuals’ judgments directly correlates with “the ease in which instances or associations could be brought to mind” (p. 208). When individuals receive and process information, they develop memory traces that can be easily recalled to make decisions on a certain issue. Agenda setting, in this regard, can make certain issue to be easily accessed in individual’s memory when forming judgment about the issue.

(b) Applicability (Framing)

Framing focuses on the applicability of individual’s pre-existing cognitive schema, which is different from agenda setting and priming (Schefuele, 2000; Kim et al., 2002). Framing is the process of selecting certain aspects of an issue to bring people’s attention and to lead them a particular line of interpretation (Entman, 1993; Scheufele, 1999).

Also, the media's selective uses of certain frames can affect the way the audience thinks about the issue (Oh, & Kim, 2010). This may sound similar to attribute agenda setting. Both seem to examine which attributes or aspects of an issue are emphasized in the media (Kim et al., 2011). Some scholars even argue that framing should be considered as an extension of agenda setting (McCombs, 1997).

However, framing is based on the applicability model, which is conceptually different from the accessibility model used in agenda setting. According to Goffman (1974), individuals actively classify and interpret their life experiences to make sense of the world around them. These classifications and interpretations then become the individual's pre-existing and long-standing schema. Framing influences how audience thinks about issues, not by making certain aspects more salient than others, but by invoking interpretive cues that correspond to the individuals' pre-existing schema (Scheufele, 2000). Also, framing is when these interpretive cues correspond with or activate individuals' pre-existing cognitive schema (Kim et al., 2002). Applicability, in this regard, refers to finding the connection between the message in the media and the framework individuals employ to interpret the issue (Scheufele & Tewksbury, 2007).

Kim and his colleagues (2002) provide distinction between the applicability and accessibility models is important in terms of issue salience. Framing assumes that each individual will have its own interpretation of an issue, regardless of the salience of an issue. Specifically, it focuses on the "terminological or semantic differences" of how an issue is described. Agenda setting, on the other hand, assume that only salient issues in the media will become accessible in people's minds when they evaluate or make judgments on the issue. Taken together, the accessibility of issue salience makes the two models of information processing different (Scheufele, 2000).

Non-political application

McCombs and Shaw originally established agenda-setting within the context of a presidential election. Many subsequent studies have looked at agenda setting in the context of an election or in otherwise political contexts. However, more recently scholars have been studying agenda setting in the context of brand community. A brand is defined as what resides in the minds of individuals about a product or service. Brand community is described as a "specialized, non-geographically bound community based on a structured set of social relations among admirers of a brand." Under these definitions more than just material products can qualify as a brand, political candidates or even celebrities could be viewed as a brand as well. The theory can also be applied to commercial advertising, business news and corporate reputation, business influence on federal policy,[9] legal systems, trials,[10] roles of social groups, audience control, public opinion, and public relations.

Contributions

Since the Chapel Hill study, a great deal of research has been carried out to discover the agenda setting influence of the news media. The theory has not been limited to elections, and many scholars constantly explored the agenda setting effect in a variety of communication situations. This explains that agenda setting has a theoretical value which is able to synthesize social phenomenon and to build new research questions.

Another contribution of agenda setting is to show the power of media. Since the study of 1940 US presidential election in Erie County, Ohio by Paul Lazarsfeld and his colleagues, little evidence of mass communication effects has been found over the next twenty years. In 1960, Joseph Klapper's The Effects of Mass Communication also declared the limited effect of media. Agenda setting caused a paradigm shift in the study of media effects from persuasion to informing by connecting media content and its effects on the public.

Future of agenda-setting theory

As a result in the changes in technology, there have been major changes in the ways in which people receive their news. Newspapers, broadcast television, and terrestrial radio are all examples of "vertical media" which is rapidly declining. Now the more common form of media is "horizontal media." The main differences are that it is more specialized and people pay premiums for this type of media. Horizontal media includes cable television and satellite radio as well as other media that is paid for. Horizontal and vertical media intersect in virtual brand communities, or the Internet. This is because the Internet is free like vertical media but serves specialized interest groups like horizontal media. Now people seek news in different ways, the media and its agenda have had to adapt. Although the major tenets of agenda setting theory have maintained their importance with the changes of new media, an aspect of agenda setting theory has changed. This change is known as Agenda Melding which focuses "on the personal agendas of individuals vis-à-vis their community and group affiliations ". This means that individuals join groups and blend their agendas with the agendas of the group. Then groups and communities represent a "collected agenda of issues" and "one joins a group by adopting an agenda." On the other hand, agenda setting defines groups as "collections of people based on some shared values, attitudes, or opinions" that individuals join. This is different from traditional agenda setting because according to Shaw et al. individuals join groups in order to avoid social dissonance and isolation that is also known as "need for orientation ". Therefore in the past in order to belong people would learn and adopt the agenda of the group. Now with the ease of access to media, people form their own agendas and then find groups that have similar agendas that they agree with. The advances in technology have made agenda melding easy for people to develop because there is a wide range of groups and individual agendas. The Internet makes it possible for people all around the globe to find others with similar agendas and collaborate with them. In the past agenda setting was limited to general topics and it was geographically bound because travel was limited.

Criticisms

1) Agenda setting is an inherently causal theory, but few studies establish the hypothesized temporal order (the media should set the public's agenda).

2) The measurement of the dependent variable was originally conceptualized as the public's perceived issue "salience," but subsequent studies have conceptualized the dependent variable as awareness, attention, or concern, leading to differing outcomes.

3) Studies tend to aggregate media content categories and public responses into very broad categories, resulting in inflated correlation coefficients.

References

Notes

[1] http://xroads.virginia.edu/~hyper/lippman/ch01.html
[2] Mccombs, (2004) p. 55
[3] Weaver, D. H. (2007). Thoughts on Agenda Setting, Framing, and Priming. Journal of Communication, 57(1), 142-147.
[4] McCombs, M. E., Shaw, D. L., & Weaver, D. H. (1997). Communication and democracy: Explorining the intellectual frontiers in agenda-setting theory. Mahwah, NJ: Erlbaum.
[5] McCombs, M. E., Shaw, D. L., & Weaver, D. H. (1997). p. 106
[6] Price, V., & Tewksbury, D. (1997). News values and public opinion: A theoretical account of media priming and framing. In G. Barnett & F. Boster (Eds.), Progress in communication sciences (pp. 173-212). Norwood, N.J.: Ablex Pub. Corp.
[7] Nelson, T., Clawson, R., & Oxley, Z. (1997). Media framing of a civil liberties conflict and its effect on tolerance. American Political Science Review, 91(3), 567-583.
[8] Scheufele, D. A., & Tewksbury, D. (2007). Framing, agenda setting, and priming: The evolution of three media effects models. Journal of Communication, 57(1), 9-20.

[9] Berger B. (2001). Private Issues and Public Policy: Locating the Corporate Agenda in Agenda-Setting Theory (http://www.asc.upenn.edu/usr/ogandy/C45405 resources/Berger private issues.pdf). Journal of Public Relations Research (http://www.informaworld.com/smpp/title~content=t775653694), 13(2), 91–126
[10] Ramsey & McGuire, 2000

Further reading

- Balmas M. and Sheafer T. Candidate image in election campaigns: attribute agenda setting, affective priming, and voting intentions (http://ijpor.oxfordjournals.org/content/22/2/204.abstract). *International Journal of Public Opinion Research Vol. 22 No. 2.*
- Cohen, B. (1963). The Press and Foreign Policy (http://books.google.com/books?id=DX21AAAAIAAJ&q=The+Press+and+Foreign+Policy&dq=The+Press+and+Foreign+Policy&hl=en&ei=fdb3TOHPIIP7lwe16vGKAg&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCsQ6AEwAA). Princeton, NJ: Princeton University Press. ISBN 978-0-87772-346-2
- Davie W. R. and Maher T. M. (2006) Maxwell McCombs: Agenda-Setting Explorer (http://www.highbeam.com/doc/1G1-154757004.html). Journal of Broadcasting & Electronic Media (http://www.tandf.co.uk/journals/HBEM) 50(2), 358–364.
- Druckman, J., Jacobs, L., Ostermeir. (2004). Candidate Strategies to Prime Issues and Image (http://journals.cambridge.org/action/displayAbstract;jsessionid=0D5C05A4E8C847DDFA1B519CCD12F167.tomcat1?fromPage=online&aid=1961216). *Journal of Politics* Vol. 66 No.4, 1180-1202.
- Groshek J. (2008). Homogenous Agendas, Disparate Frames: CNN and CNN International Coverage online (http://www.informaworld.com/smpp/content~db=all?content=10.1080/08838150701820809). *Journal of broadcasting and electronic media* (http://www.tandf.co.uk/journals/HBEM). 52(1), 52-68.
- Hayes, D. (2008). "Does the Messenger Matter? Candidate-Media Agenda Convergence and Its Effects on Voter Issue Salience". *Political Research Quarterly* **61** (1): 134–146. doi: 10.1177/1065912907306472 (http://dx.doi.org/10.1177/1065912907306472). ISSN 1065-9129 (http://www.worldcat.org/issn/1065-9129).
- Huckins, K (1999). Interest-group influence on the media agenda: A case study (http://www.eric.ed.gov/ERICWebPortal/search/detailmini.jsp?_nfpb=true&_&ERICExtSearch_SearchValue_0=EJ587396&ERICExtSearch_SearchType_0=no&accno=EJ587396). *Journalism & Mass Communication Quarterly* (http://www.aejmc.org/_scholarship/_publications/_journals/_jmcq/index.php), 76, 76-86.
- Iyengar, S., Kinder, D.R. (1986) More Than Meets the Eye: TV News, Priming, and Public Evaluations of the President. Public Communication and Behavior (http://books.google.com/books?id=ikK4AAAAIAAJ&q=More+Than+Meets+the+Eye:+TV+News,+Priming,+and+Public+Evaluations+of+the+President&dq=More+Than+Meets+the+Eye:+TV+News,+Priming,+and+Public+Evaluations+of+the+President&hl=en&ei=ENr3TLCdCoK0lQfJ9eiPAg&sa=X&oi=book_result&ct=result&resnum=5&ved=0CDYQ6AEwBA), Vol.1 New York: Academic.
- Kosicki, G. M. (1993). Problems and Opportunities in Agenda-Setting Research (http://blog.roodo.com/research_information/ec9a7159.pdf). *Journal of Communication*. Vol. 43, No. 2, 100–127.
- Kosicki, G. (2002). *The media priming effect: news media and considerations affecting political judgements*. In D. Pfau (Ed.), The persuasion handbook (http://books.google.com/books?id=lsF8zLomQOoC&pg=PA63&lpg=PA63&dq=The+media+priming+effect:+news+media+and+considerations+affecting&source=bl&ots=3_ET52AZxK&sig=SXGOC-vh-tNWK23LLYHpRxyfnnc&hl=en&ei=ndv3TN3XMML7lwejyayNAg&sa=X&oi=book_result&ct=result&resnum=2&ved=0CB8Q6AEwAQ#v=onepage&q=The media priming effect: news media and considerations affecting&f=false): Developments in theory and practice (p. 63-80). Thousand Oaks: Sage Publications.ISBN 0-7619-2006-4
- Kim, S., Scheufele, D.A., & Shanahan, J. (2002). Think about it this way: Attribute agenda-setting function of the press and the public's evaluation of a local issue (http://blog.roodo.com/research_information/fba8c131.pdf). *Journalism & Mass Communication Quarterly* (http://www.aejmc.org/_scholarship/_publications/_journals/_jmcq/index.php), 79, 7-25.

- Kiousis, S., & McCombs, M. (2004). Agenda-setting effects and attitude strength: Political figures during the 1996 Presidential elections (http://crx.sagepub.com/content/31/1/36.abstract). *Communication Research, 31, 36-57.*
- Lippmann, W. (1922). Public Opinion (http://books.google.com/books?id=eLobn4WwbLUC&printsec=frontcover&dq=Public+Opinion&hl=en&ei=QuX3TNeJJ8GqlAft2OmMAg&sa=X&oi=book_result&ct=book-thumbnail&resnum=1&ved=0CCsQ6wEwAA#v=onepage&q&f=false). New York: Macmillan.
- McCombs, Maxwell E.; Donald L. Shaw (1972). "The Agenda-Setting Function of Mass Media". *Public Opinion Quarterly* **36** (2): 176. doi: 10.1086/267990 (http://dx.doi.org/10.1086/267990). ISSN 0033-362X (http://www.worldcat.org/issn/0033-362X).
- McCombs, M.E., and D.L. Shaw. (1993). The Evolution of Agenda-Setting Research: Twenty-Five Years in the Marketplace of Ideas (http://onlinelibrary.wiley.com/doi/10.1111/j.1460-2466.1993.tb01262.x/abstract). *Journal of Communication*. Vol. 43, No. 2, p. 58 – 67
- Reiley, K. (2008, Nov.20). The Never-ending campaign. Interview. p 56.
- Revkin, A., Carter, S., Ellis,J., and McClean A. (2008, Nov.) On the Issues: Climate Change (http://elections.nytimes.com/2008/president/issues/climate.html). The New York Times.
- Severin W., & Tankard, J. (2001). *Communication Theories: Origins, Methods and Uses in Mass Communication* (http://books.google.com/books?id=dAYqAQAAIAAJ&q=communication+theories+origins+methods+and+uses+in+the+mass+media+5th+edition+online&dq=communication+theories+origins+methods+and+uses+in+the+mass+media+5th+edition+online&hl=en&ei=2-H3TJbrDsX6lweWhtWPAg&sa=X&oi=book_result&ct=result&resnum=1&ved=0CCkQ6AEwAA) *(5th ed.). New York: Longman.ISBN 978-0-8013-3335-4*
- Tanjong,, Enoh; Gaddy, Gary D. (1994). "The Agenda-Setting Function of the International Mass Media: The Case of Newsweek in Nigeria" (http://digital.lib.msu.edu/projects/africanjournals/html/itemdetail.cfm?recordID=1045). *Africa Media Review* **8** (2): 1–14.
- Wanta, W., & Wu, Y.C. (1995). Interpersonal communication and the agenda-setting process (http://connection.ebscohost.com/content/article/1025041459.html;jsessionid=E77BC70EB22511619C3484AD1F203E70.ehctc1). *Journalism Quarterly*, 69, 847-855.
- Weaver, D.H. (2007, Feb.) Thoughts on Agenda Setting, Framing, and Priming (http://www.sfu.ca/media-lab/archive/2009/326/Readings/Weaver_Agenda_Frame_Priming_2007.pdf). *Journal of Communication. Vol. 57 No. 1, 142 - 147.*
- Yagade, A., & Dozier, D.M. (1990). The media agenda-setting effect of concrete versus abstract issues (http://www.eric.ed.gov/ERICWebPortal/search/detailmini.jsp?_nfpb=true&_&ERICExtSearch_SearchValue_0=EJ422576&ERICExtSearch_SearchType_0=no&accno=EJ422576). *Journalism Quarterly*, 67, 3-10.

Framing (social sciences)

Framing in the social sciences refers to a set of concepts and theoretical perspectives on how individuals, groups, and societies organize, perceive, and communicate about reality. Framing is commonly used in media studies, sociology, psychology, and political science.

Definitions

Framing refers to the social construction of a social phenomenon often by mass media sources, political or social movements, political leaders, or other actors and organizations. It is an inevitable process of selective influence over the individual's *perception* of the meanings attributed to words or phrases. It is generally considered in one of two ways: as *frames in thought*, consisting of the mental representations, interpretations, and simplifications of reality, and *frames in communication*, consisting of the communication of frames between different actors. Framing in communication can be viewed as positive or negative depending on who the audience is and what kind of information is being presented. Framing might also be understood as being either *equivalence frames*, which represent logically equivalent alternatives portrayed in different ways (see framing effect (psychology)) or as *emphasis frames*, which simplify reality by focusing on a subset of relevant aspects of a situation or issue. When discussing framing as an ‘equivalence frame’, the information being presented is based on the same facts, but the ‘frame’ in which it is presented changes thus creating a reference dependent perception. The effects of framing can be seen in many journalism applications. With the same information being used as a base, the ‘frame’ surrounding the issue can change the reader’s perception without having to alter the actual facts. In the context of politics or mass media communication, a frame defines the packaging of an element of rhetoric in such a way as to encourage certain interpretations and to discourage others.

In social theory, framing refers to a schema of interpretation, a collection of anecdotes and stereotypes, that individuals rely on to understand and respond to events.[1] In other words, people build a series of mental filters through biological and cultural influences. They use these filters to make sense of the world. The choices they then make are influenced by their creation of a frame. Framing is also a key component of sociology, the study of social interaction among humans. Framing is an integral part of conveying and processing data on a daily basis. Successful framing techniques can be used to reduce the ambiguity of intangible topics by contextualizing the information in a way the recipient can connect to what they already know.

Explanation

When one seeks to explain an event, the understanding often depends on the frame referred to. If a friend rapidly closes and opens an eye, we will respond very differently depending on whether we attribute this to a purely "physical" frame (she blinked) or to a social frame (she winked).

Though the former might result from a speck of dust (resulting in an involuntary and not particularly meaningful reaction), the latter would imply a voluntary and meaningful action (to convey humor to an accomplice, for example). Observers will read events seen as purely physical or within a frame of "nature" differently than those seen as occurring with social frames. But we do not look at an event and then "apply" a frame to it. Rather, individuals constantly project into the world around them the interpretive frames that allow them to make sense of it; we only shift frames (or realize that we have habitually applied a frame) when incongruity calls for a frame-shift. In other words, we only become aware of the frames that we always already use when something forces us to replace one frame with another.[2][3]

Framing is so effective because it is a heuristic, or mental shortcut that may not always yield desired results; and is seen as a 'rule of thumb'. According to Susan T. Fiske and Shelley E. Taylor, human beings are by nature "cognitive misers", meaning they prefer to do as little thinking as possible.[4] Frames provide people a quick and easy way to process information. Hence, people will use the previously mentioned mental filters (a series of which is called a schema) to make sense of incoming messages. This gives the sender and framer of the information enormous power to use these schemas to influence how the receivers will interpret the message.[5]

Framing effect in communication research

In the field of communication, framing defines how news media coverage shapes mass opinion. To be specific, framing effects refer to behavioral or attitudinal outcomes that are due to how a given piece of information is being framed in public discourse. Today, many volumes of the major communication journals contain papers on media frames and framing effects.[6] Approaches used in such papers can be broadly classified into two groups: studies of framing as the dependent variable and studies of framing as the independent variable.[7] The former usually deals with *frame building* (i.e. how frames create societal discourse about an issue and how different frames are adopted by journalists) and latter concerns *frame setting* (i.e. how media framing influences an audience).

Frame building

Frame building is related to at least three areas: journalist norms, political actors, and cultural contexts. It assumes that several media frames compete to set one frame regarding an issue, and one frame finally gains influence because it resonates with popular culture, fits with media practices, or is heavily sponsored by elites. First, in terms of practices of news production, there are at least five aspects of news work that may influence how journalists frame a certain issue: larger societal norms and values, organizational pressures and constraints, external pressures from interest groups and other policy makers, professional routines, and ideological or political orientations of journalists. The second potential influence on frame building comes from elites, including interest groups, government bureaucracies, and other political or corporate actors. Empirical studies show that these influences of elites seem to be strongest for issues in which journalists and various players in the policy arena can find shared narratives. Finally, cultural contexts of a society are also able to establish frame. Goffman assumes that the meaning of a frame has implicit cultural roots. This context dependency of media frame has been described as 'cultural resonance' [8] or 'narrative fidelity'.[9]

Frame setting

When people are exposed to a novel news frame, they will accept the constructs made applicable to an issue, but they are significantly more likely to do so when they have existing schema for those constructs. This is called the applicability effect. That is, when new frames invite people to apply their existing schema to an issue, the implication of that application depends, in part, on what is in that schema. Therefore, generally, the more the audiences know about issues, the more effective are frames, but not in all cases.

There are a number of levels and types of framing effects that have been examined. For example, scholars have focused on attitudinal and behavioral changes, the degrees of perceived importance of the issue, voting decisions, and opinion formations. Others are interested in psychological processes other than applicability. For instance, Iyengar [10] suggested that news about social problems can influence attributions of causal and treatment responsibility, an effect observed in both cognitive responses and evaluations of political leaders, or other scholars looked at the framing effects on receivers' evaluative processing style and the complexity of audience members' thoughts about issues.

Framing in mass communication research

Summary of framing as a concept in mass communication research

By emphasizing specific values, facts, and other considerations, news media frame all news items, endowing those particular values, facts, and other considerations with greater apparent applicability for making related judgments than they might otherwise have been given, promoting particular definitions, interpretations, evaluations, and/or recommendations for the described items.

Foundations of framing in mass communication research

Anthropologist Gregory Bateson first articulated the concept of framing in his 1972 book *Steps to an Ecology of Mind*. A frame, Bateson wrote, is "a spatial and temporal bonding of a set of interactive messages."

Sociological roots of media framing research

Media framing research has both sociological and psychological roots. Sociological framing focuses on "the words, images, phrases, and presentation styles" that communicators use when relaying information to recipients. Research on frames in sociologically driven media research generally examines the influence of "social norms and values, organizational pressures and constraints, pressures of interest groups, journalistic routines, and ideological or political orientations of journalists" on the existence of frames in media content.

Todd Gitlin, in his analysis of how the news media trivialized the student New Left movement during the 1960s, was among the first to examine media frames from a sociological perspective. Frames, Gitlin wrote, are "persistent patterns of cognition, interpretations, and presentation, of selection [and] emphasis . . . [that are] largely unspoken and unacknowledged . . . [and] organize the world for both journalists [and] for those of us who read their reports."

Psychological roots of media framing research

Research on frames in psychologically driven media research generally examines the effects of media frames on those who receive them. For example, Iyengar explored the impact of episodic and thematic news frames on viewers' attributions of responsibility for political issues including crime, terrorism, poverty, unemployment, and racial inequality. According to Iyengar, an episodic news frame "takes the form of a case study or event-oriented report and depicts public issues in terms of concrete instances," while a thematic news frame "places public issues in some more general abstract context . . . directed at general outcomes or conditions." Iyengar found that the majority of television news coverage of poverty, for example, was episodic. In fact, in a content analysis of six years of television news, Iyengar found that the typical news viewer would have been twice as likely to encounter episodic rather than thematic television news about poverty. Further, experimental results indicate participants who watched episodic news coverage of poverty were more than twice as likely as those who watched thematic news coverage of poverty to attribute responsibility of poverty to the poor themselves rather than society. Given the predominance of episodic framing of poverty, Iyengar argues that television news shifts responsibility of poverty from government and society to the poor themselves. After examining content analysis and experimental data on poverty and other political issues, Iyengar concludes that episodic news frames divert citizens' attributions of political responsibility away from society and political elites, making them less likely to support government efforts to address those issue and obscuring the connections between those issues and their elected officials' actions or lack thereof.

Clarifying and distinguishing a "fractured paradigm"

Perhaps because of their use across the social sciences, frames have been defined and used in many disparate ways. Entman called framing "a scattered conceptualization" and "a fractured paradigm" that "is often defined casually, with much left to an assumed tacit understanding of the reader." In an effort to provide more conceptual clarity, Entman suggested that frames "select some aspects of a perceived reality and make them more salient in a communicating text, in such a way as to promote a particular problem definition, causal interpretation, moral evaluation, and/or treatment recommendation for the item described."

Entman's conceptualization of framing, which suggests frames work by elevating particular pieces of information in salience, is in line with much early research on the psychological underpinnings of framing effects (see also Iyengar, who argues that accessibility is the primary psychological explanation for the existence of framing effects). Wyer and Srull explain the construct of accessibility thus:

1. People store related pieces of information in "referent bins" in their long-term memory.
2. People organize "referent bins" such that more frequently and recently used pieces of information are stored at the top of the bins and are therefore more accessible.
3. Because people tend to retrieve only a small portion of information from long-term memory when making judgments, they tend to retrieve the most accessible pieces of information to use for making those judgments.

The argument supporting accessibility as the psychological process underlying framing can therefore be summarized thus: Because people rely heavily on news media for public affairs information, the most accessible information about public affairs often comes from the public affairs news they consume. The argument supporting accessibility as the psychological process underlying framing has also been cited as support in the debate over whether framing should be subsumed by agenda-setting theory as part of the second level of agenda setting. McCombs and other agenda-setting scholars generally agree that framing should incorporated, along with priming, under the umbrella of agenda setting as a complex model of media effects linking media production, content, and audience effects. Indeed, McCombs, Llamas, Lopez-Escobar, and Rey justified their attempt to combine framing and agenda-setting research on the assumption of parsimony.

Scheufele, however, argues that, unlike agenda setting and priming, framing does not rely primarily on accessibility, making it inappropriate to combine framing with agenda setting and priming for the sake of parsimony. Empirical evidence seems to vindicate Scheufele's claim. For example, Nelson, Clawson, and Oxley empirically demonstrated that applicability, rather than their salience, is key. By operationalizing accessibility as the response latency of respondent answers where more accessible information results in faster response times, Nelson, Clawson, and Oxley demonstrated that accessibility accounted for only a minor proportion of the variance in framing effects while applicability accounted for the major proportion of variance. Therefore, according to Nelson and colleagues, "frames influence opinions by stressing specific values, facts, and other considerations, endowing them with greater apparent relevance to the issue than they might appear to have under an alternative frame."

In other words, while early research suggested that by highlighting particular aspects of issues, frames make certain considerations more accessible and therefore more likely to be used in the judgment process, more recent research suggests that frames work by making particular considerations more applicable and therefore more relevant to the judgment process.

Equivalency versus emphasis: two types of frames in media research

Chong and Druckman suggest framing research has mainly focused on two types of frames: equivalency and emphasis frames. Equivalency frames offer "different, but logically equivalent phrases," which cause individuals to alter their preferences. Equivalency frames are often worded in terms of "gains" versus "losses." For example, Kahneman and Tversky asked participants to choose between two "gain-framed" policy responses to a hypothetical disease outbreak expected to kill 600 people. Response A would saved 200 people while Response B had a one-third probability of saving everyone, but a two-thirds probability of saving no one. Participants overwhelmingly chose

Response A, which they perceived as the less risky option. Kahneman and Tversky asked other participants to choose between two equivalent "loss-framed" policy responses to the same disease outbreak. In this condition, Response A would kill 400 people while Response B had a one-third probability of killing no one but a two-thirds probability of killing everyone. Although these options are mathematically identical to those given in the "gain-framed" condition), participants overwhelmingly chose Response B, the risky option. Kahneman and Tversky, then, demonstrated that when phrased in terms of potential gains, people tend to choose what they perceive as the less risky option (i.e., the sure gain). Conversely, when faced with a potential loss, people tend to choose the riskier option.

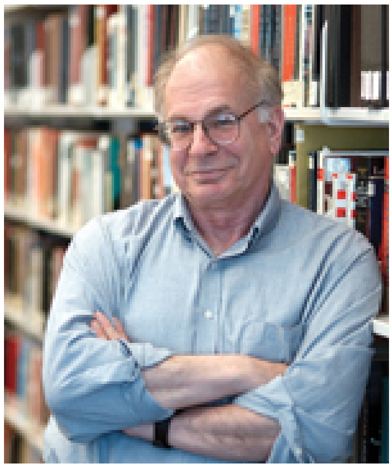
Unlike equivalency frames, emphasis frames offer "qualitatively different yet potentially relevant considerations" which individuals use to make judgments. For example, Nelson, Clawson, and Oxley exposed participants to a news story that presented the Ku Klux Klan's plan to hold a rally. Participants in one condition read a news story that framed the issue in terms of public safety concerns while participants in the other condition read a news storied that framed the issue in terms of free speech considerations. Participants exposed to the public safety condition considered public safety applicable for deciding whether the Klan should be allowed to hold a rally and, as expected, expressed lower tolerance of the Klan's right to hold a rally. Participants exposed to the free speech condition, however, considered free speech applicable for deciding whether the Klan should be allowed to hold a rally and, as expected, expressed greater tolerance of the Klan's right to hold a rally.

A formal summary of media framing

A review of media effects research suggests the concept of framing in mass communication research can be expressed using the following set of related propositions:

1. From the world of possible news events, journalists act as gatekeepers, selecting issues, topics, and events to process and report as "the news."
2. Because of limited space, time, and resources, however, many issues, topics, and events are ignored and are not published as news.
3. For those issues, topics, and events that do become news, the same constraints - space, time, and resources - prevent journalists from including all possible perspectives and therefore news stories necessarily emphasize only certain values, facts, and other considerations.
4. Beyond attending to various prominence cues to inform their perceptions of which issues, topics, and events are most important (this process is known as the agenda-setting process), citizens who consume news content come to understand each news event using the limited spectrum of values, facts, and other considerations included in the news story.
5. Therefore, by emphasizing specific values, facts, and other considerations, news media frame all news items, endowing those particular values, facts, and other considerations with greater apparent applicability for making related judgments than they might otherwise have been given, promoting particular definitions, interpretations, evaluations, and/or recommendations for the described items.

Framing effect in psychology and economics


Daniel Kahneman

Amos Tversky and Daniel Kahneman have shown that framing can affect the outcome (ie. the choices one makes) of choice problems, to the extent that several of the classic axioms of rational choice do not hold. This led to the development of prospect theory as an alternative to rational choice theory.[11]

The context or framing of problems adopted by decision-makers results in part from extrinsic manipulation of the decision-options offered, as well as from forces intrinsic to decision-makers, e.g., their norms, habits, and unique temperament.

Experimental demonstration

Tversky and Kahneman (1981) demonstrated systematic reversals of preference when the same problem is presented in different ways, for example in the Asian disease problem. Participants were asked to "imagine that the U.S. is preparing for the outbreak of an unusual Asian disease, which is expected to kill 600 people. Two alternative programs to combat the disease have been proposed. Assume the exact scientific estimate of the consequences of the programs are as follows."

The first group of participants was presented with a choice between programs: In a group of 600 people,

- Program A: "200 people will be saved"
- Program B: "there is a one-third probability that 600 people will be saved, and a two-thirds probability that no people will be saved"

72 percent of participants preferred program A (the remainder, 28 percent, opting for program B).

The second group of participants was presented with the choice between the following: In a group of 600 people,

- Program C: "400 people will die"
- Program D: "there is a one-third probability that nobody will die, and a two-third probability that 600 people will die"

In this decision frame, 78 percent preferred program D, with the remaining 22 percent opting for program C.

Programs A and C are identical, as are programs B and D. The change in the decision frame between the two groups of participants produced a preference reversal: when the programs were presented in terms of lives saved, the participants preferred the secure program, A (= C). When the programs were presented in terms of expected deaths, participants chose the gamble D (= B).[12]

Absolute and relative influences

Framing effects arise because one can frequently frame a decision using multiple scenarios, wherein one may express benefits either as a relative risk reduction (RRR), or as absolute risk reduction (ARR). Extrinsic control over the cognitive distinctions (between risk tolerance and reward anticipation) adopted by decision makers can occur through altering the presentation of relative risks and absolute benefits.

People generally prefer the absolute certainty inherent in a positive framing-effect, which offers an assurance of gains. When decision-options appear framed as a *likely gain*, risk-averse choices predominate.

A shift toward risk-seeking behavior occurs when a decision-maker frames decisions in negative terms, or adopts a negative framing effect.

In medical decision making, framing bias is best avoided by using absolute measures of efficacy.

Frame-manipulation research

Researchers have found that framing decision-problems in a positive light generally results in less-risky choices; with negative framing of problems, riskier choices tend to result. According to behavioral economists[*citation needed*]:

- positive framing effects (associated with risk aversion) result from presentation of options as sure (or absolute) gains
- negative framing effects (associated with a preference shift toward choosing riskier options) result from options presented as the relative likelihood of losses

Researchers have found[*citation needed*] that framing-manipulation invariably affects subjects, but to varying degrees. Individuals proved risk averse when presented with value-increasing options; but when faced with value decreasing contingencies, they tended towards increased risk-taking. Researchers Wikipedia:Avoid weasel words found that variations in decision-framing achieved by manipulating the options to represent either a gain or as a loss altered the risk-aversion preferences of decision-makers.

In one study, 57% of the subjects chose a medication when presented with benefits in relative terms, whereas only 14.7% chose a medication whose benefit appeared in absolute terms. Further questioning of the patients suggested that, because the subjects ignored the underlying risk of disease, they perceived benefits as greater when expressed in relative terms.[13]-

Theoretical models

Researchers have proposed[14][15] various models explaining the **framing effect**:

- cognitive theories, such as the Fuzzy-trace theory, attempt to explain framing-effects by determining the amount of cognitive processing effort devoted to determining the value of potential gains and losses.
- prospect theory explains the framing-effect in functional terms, determined by preferences for differing perceived values, based on the assumption that people give a greater weighting to losses than to equivalent gains.
- motivational theories explain framing-effects in terms of hedonic forces affecting individuals, such as fears and wishes—based on the notion that negative emotions evoked by potential losses usually out-weigh the emotions evoked by hypothetical gains.
- cognitive cost-benefit trade-off theory defines choice as a compromise between desires, either as a preference for a correct decision or a preference for minimized cognitive effort. This model, which dovetails elements of cognitive and motivational theories, postulates that calculating the value of a sure gain takes much less cognitive effort than that required to select a risky gain.

Neuroimaging

Cognitive neuroscientists have linked the framing-effect to neural activity in the amygdala, and have identified another brain-region, the orbital and medial prefrontal cortex (OMPFC), that appears to moderate the role of emotion on decisions. Using functional magnetic resonance imaging (fMRI) to monitor brain-activity during a financial decision-making task, they observed greater activity in the OMPFC of those research subjects less susceptible to framing-effects.

Framing theory and frame analysis in sociology

Framing theory and frame analysis provide a broad theoretical approach that analysts have used in communication studies, news (Johnson-Cartee, 1995), politics, and social movements (among other applications).

According to some sociologists, the "social construction of collective action frames" involves "public discourse, that is, the interface of media discourse and interpersonal interaction; persuasive communication during mobilization campaigns by movement organizations, their opponents and countermovement organizations; and consciousness raising during episodes of collective action."[16]

History

Word-selection or diction has been a component of rhetoric since time immemorial. But most commentators attribute the concept of framing to the work of Erving Goffman on frame analysis and point especially to his 1974 book, *Frame analysis: An essay on the organization of experience*. Goffman used the idea of frames to label "schemata of interpretation" that allow individuals or groups "to locate, perceive, identify, and label" events and occurrences, thus rendering meaning, organizing experiences, and guiding actions.[17] Goffman's framing concept evolved out of his 1959 work, *The Presentation of Self in Everyday Life*, a commentary on the management of impressions. These works arguably depend on Kenneth Boulding's concept of image.[18]

Social movements

Sociologists have utilized framing to explain the process of social movements. Movements act as carriers of beliefs and ideologies (compare memes). In addition, they operate as part of the process of constructing meaning for participants and opposers (Snow & Benford, 1988). Sociologists deem the mobilization of mass-movements "successful" when the frames projected align with the frames of participants to produce resonance between the two parties. Researchers of framing speak of this process as *frame re-alignment*.

Frame-alignment

Snow and Benford (1988) regard frame-alignment as an important element in social mobilization or movement. They argue that when individual frames become linked in congruency and complementariness, "frame alignment" occurs,[19] producing "frame resonance", a catalyst in the process of a group making the transition from one frame to another (although not all framing efforts prove successful). The conditions that affect or constrain framing efforts include the following:

- "The robustness, completeness, and thoroughness of the framing effort". Snow and Benford (1988) identify three core framing-tasks, and state that the degree to which framers attend to these tasks will determine participant mobilization. They characterize the three tasks as the following:
  1. diagnostic framing for the identification of a problem and assignment of blame
  2. prognostic framing to suggest solutions, strategies, and tactics to a problem
  3. motivational framing that serves as a call to arms or rationale for action
- The relationship between the proposed frame and the larger belief-system; centrality: the frame cannot be of low hierarchical significance and salience within the larger belief system. Its range and interrelatedness, if the framer links the frame to only one core belief or value that, in itself, has a limited range within the larger belief system, the frame has a high degree of being discounted.
- Relevance of the frame to the realities of the participants; a frame must seem relevant to participants and must also inform them. Empirical credibility or testability can constrain relevancy: it relates to participant experience, and has narrative fidelity, meaning that it fits in with existing cultural myths and narrations.
- Cycles of protest (Tarrow 1983a; 1983b); the point at which the frame emerges on the timeline of the current era and existing preoccupations with social change. Previous frames may affect efforts to impose a new frame.

Snow and Benford (1988) propose that once someone has constructed proper frames as described above, large-scale changes in society such as those necessary for social movement can be achieved through frame-alignment.

Types

Frame-alignment comes in four forms,: frame bridging, frame amplification, frame extension and frame transformation.

1. *Frame bridging* involves the "linkage of two or more ideologically congruent but structurally unconnected frames regarding a particular issue or problem" (Snow et al., 1986, p. 467). It involves the linkage of a movement to "unmobilized [*sic*] sentiment pools or public opinion preference clusters" (p. 467) of people who share similar views or grievances but who lack an organizational base.
2. *Frame amplification* refers to "the clarification and invigoration of an interpretive frame that bears on a particular issue, problem, or set of events" (Snow et al., 1986, p. 469). This interpretive frame usually involves the invigorating of values or beliefs.
3. *Frame extensions* represent a movement's effort to incorporate participants by extending the boundaries of the proposed frame to include or encompass the views, interests, or sentiments of targeted groups.
4. *Frame transformation* becomes necessary when the proposed frames "may not resonate with, and on occasion may even appear antithetical to, conventional lifestyles or rituals and extant interpretive frames" (Snow et al., 1986, p. 473).

When this happens, the securing of participants and support requires new values, new meanings and understandings. Goffman (1974, p. 43–44) calls this "keying", where "activities, events, and biographies that are already meaningful from the standpoint of some primary framework, in terms of another framework" (Snow et al., 1986, p. 474) such that they are seen differently. Two types of frame transformation exist:

1. Domain-specific transformations, such as the attempt to alter the status of groups of people, and
2. Global interpretive frame-transformation, where the scope of change seems quite radical—as in a change of world-views, total conversions of thought, or uprooting of everything familiar (for example: moving from communism to market capitalism, or vice versa; religious conversion, etc.).

Frame analysis as rhetorical criticism

Although the idea of language-framing had been explored earlier by Kenneth Burke (terministic screens), political communication researcher Jim A. Kuypers first published work advancing "framing analysis" as a rhetorical perspective in 1997. His approach begins inductively by looking for themes that persist across time in a text (for Kuypers, primarily news narratives on an issue or event) and then determining how those themes are framed. Kuypers's work begins with the assumption that frames are powerful rhetorical entities that "induce us to filter our perceptions of the world in particular ways, essentially making some aspects of our multi-dimensional reality more noticeable than other aspects. They operate by making some information more salient than other information...."[20]

In his 2009 work, *Rhetorical Criticism: Perspectives in Action*[21] Kuypers offers a detailed template for doing framing analysis from a rhetorical perspective. According Kuypers, "Framing is a process whereby communicators, consciously or unconsciously, act to construct a point of view that encourages the facts of a given situation to be interpreted by others in a particular manner. Frames operate in four key ways: they define problems, diagnose causes, make moral judgments, and suggest remedies. Frames are often found within a narrative account of an issue or event, and are generally the central organizing idea." [22] Kuypers's work is based on the premise that framing is a rhetorical process and as such it is best examined from a rhetorical point of view. Curing the problem is not rhetorical and best left to the observer.

Applications

Finance

Preference reversals and other associated phenomena are of wider relevance within behavioural economics, as they contradict the predictions of rational choice, the basis of traditional economics. Framing biases affecting investing, lending, borrowing decisions make one of the themes of behavioral finance.

Law

Edward Zelinsky has shown that framing effects can explain some observed behaviors of legislators.[23]

Media

The role framing plays in the effects of media presentation has been widely discussed, with the central notion that associated perceptions of factual information can vary based upon the presentation of the information.

Example

In 1991 Robert M. Entman published findings [24] surrounding the differences in media coverage between Korean Air Lines Flight 007 and Iran Air Flight 655. After evaluating various levels of media coverage, based on both amount of airtime and pages devoted to similar events, Entman concluded that the frames the events were presented in by the media were drastically different:

> By de-emphasizing the agency and the victims and by the choice of graphics and adjectives, the news stories about the U.S. downing of an Iranian plane called it a technical problem, while the Soviet downing of a Korean jet was portrayed as a moral outrage… [T]he contrasting news frames employed by several important U.S. media outlets in covering these two tragic misapplications of military force. For the first, the frame emphasized the moral bankruptcy and guilt of the perpetrating nation, for the second, the frame de-emphasized the guilt and focused on the complex problems of operating military high technology.

Differences in coverage amongst various media outlets:

Amounts of Media coverage dedicated to each event	Korean Air	Iran Air
Time Magazine and Newsweek	51 pages	20 pages
CBS	303 minutes	204 minutes
New York Times	286 stories	102 stories

Politics

Framing a political issue, a political party or a political opponent is a strategic goal in politics, particularly in the United States of America. Both the Democratic and Republican political parties compete to successfully harness its power of persuasion. According to the *New York Times*:

> Even before the election, a new political word had begun to take hold of the party, beginning on the West Coast and spreading like a virus all the way to the inner offices of the Capitol. That word was 'framing.' Exactly what it means to 'frame' issues seems to depend on which Democrat you are talking to, but everyone agrees that it has to do with choosing the language to define a debate and, more important, with fitting individual issues into the contexts of broader story lines.
>
> —[25]

Because framing has the ability to alter the public's perception, politicians engage in battles to determine how issues are framed. Hence, the way the issues are framed in the media reflects who is winning the battle. For instance, according to Robert Entman, professor of Communication at George Washington University, in the build-up to the Gulf War the conservatives were successful in making the debate whether to attack sooner or later, with no mention of the possibility of not attacking. Since the media picked up on this and also framed the debate in this fashion, the conservatives won.

One particular example of Lakoff's work that attained some degree of fame was his advice to rename [26] trial lawyers (unpopular in the United States) as "public protection attorneys". Though Americans have not generally adopted this suggestion, the Association of Trial Lawyers of America did rename themselves the "American Association of Justice", in what the Chamber of Commerce called an effort to hide their identity.[27]

The *New York Times* depicted similar intensity among Republicans:

> In one recent memo, titled 'The 14 Words Never to Use,' [Frank] Luntz urged conservatives to restrict themselves to phrases from what he calls ... the 'New American Lexicon.' Thus, a smart Republican, in Luntz's view, never advocates 'drilling for oil'; he prefers 'exploring for energy.' He should never criticize the 'government,' which cleans our streets and pays our firemen; he should attack 'Washington,' with its ceaseless thirst for taxes and regulations. 'We should never use the word outsourcing,' Luntz wrote, 'because we will then be asked to defend or end the practice of allowing companies to ship American jobs overseas.'
>
> —

From a political perspective, framing has widespread consequences. For example, the concept of framing links with that of agenda-setting: by consistently invoking a particular frame, the framing party may effectively control discussion and perception of the issue. Sheldon Rampton and John Stauber in *Trust Us, We're Experts* illustrate how public-relations (PR) firms often use language to help frame a given issue, structuring the questions that then subsequently emerge. For example, one firm advises clients to use "bridging language" that uses a strategy of answering questions with specific terms or ideas in order to shift the discourse from an uncomfortable topic to a more comfortable one.[28] Practitioners of this strategy might attempt to draw attention away from one frame in order to focus on another. As Lakoff notes, "On the day that George W. Bush took office, the words "tax relief" started coming out of the White House." By refocusing the structure away from one frame ("tax burden" or "tax responsibilities"), individuals can set the agenda of the questions asked in the future.

Cognitive linguists point to an example of framing in the phrase "tax relief". In this frame, use of the concept "relief" entails a concept of (without mentioning the benefits resulting from) taxes putting strain on the citizen:

> The current tax code is full of inequities. Many single moms face higher marginal tax rates than the wealthy. Couples frequently face a higher tax burden after they marry. The majority of Americans cannot deduct their charitable donations. Family farms and businesses are sold to pay the death tax. And the owners of the most successful small businesses share nearly half of their income with the government. President Bush's tax cut will greatly reduce these inequities. It is a fair plan that is designed to provide tax relief to everyone who pays income taxes.
>
> —[29]

Alternative frames may emphasize the concept of taxes as a source of infrastructural support to businesses:

> The truth is that the wealthy have received more from America than most Americans—not just wealth but the infrastructure that has allowed them to amass their wealth: banks, the Federal Reserve, the stock market, the Securities and Exchange Commission, the legal system, federally sponsored research, patents, tax supports, the military protection of foreign investments, and much much more. American taxpayers support the infrastructure of wealth accumulation. It is only fair that those who benefit most should pay their fair share.
>
> —[30]

Frames can limit debate by setting the vocabulary and metaphors through which participants can comprehend and discuss an issue. They form a part not just of political discourse, but of cognition. In addition to generating new frames, politically oriented framing research aims to increase public awareness of the connection between framing and reasoning.

Examples

- The initial response of the Bush administration to the assault of September 11, 2001 was to frame the acts of terror as crime. This framing was replaced within hours by a war metaphor, yielding the "War on Terror". The difference between these two framings is in the implied response. Crime connotes bringing criminals to justice, putting them on trial and sentencing them, whereas as war implies enemy territory, military action and war powers for government.
- Recent[31] popularization of the term "escalation" to describe an increase in American troop-levels in Iraq. This implies that the United States has deliberately increased the scope of conflict in a provocative manner. It also implies that U.S. strategy entails a long-term military presence in Iraq, whereas "surge" framing implies a powerful but brief, transitory increase in intensity.[32]
- The "bad apple" frame, as in the proverb "one bad apple spoils the barrel". This frame implies that removing one underachieving or corrupt official from an institution will solve a given problem; an opposing frame presents the same problem as systematic or structural to the institution itself—a source of infectious and spreading rot.[33]
- The "taxpayers money" frame, rather than public or government funds, which implies that individual taxpayers have a claim or right to set government policy based upon their payment of tax rather than their status as citizens or voters and that taxpayers have a right to control public funds that are the shared property of all citizens and also privileges individual self interest above group interest.[*citation needed*]
- The "collective property" frame, which implies that property owned by individuals is really owned by a collective in which those individuals are members. This collective can be a territorial one, such as a nation, or an abstract one that does not map to a specific territory.
- Program-names that may describe only the intended effects of a program but may also imply their effectiveness. These include the following:
  - "Foreign aid"[34] (which implies that spending money will aid foreigners, rather than harm them)
  - "Social security" (which implies that the program can be relied on to provide security for a society)
  - "Stabilisation policy" (which implies that a policy will have a stabilizing effect).
- Based on opinion polling and focus groups, ecoAmerica, a nonprofit environmental marketing and messaging firm, has advanced the position that global warming is an ineffective framing due to its identification as a leftist advocacy issue. The organization has suggested to government officials and environmental groups that alternate formulations of the issues would be more effective.[35]
- In her 2009 book *Frames of War*, Judith Butler argues that the justification within liberal-democracies for war, and atrocities committed in the course of war, (referring specifically to the current war in Iraq and to Abu Ghraib and Guantanamo Bay) entails a framing of the (especially Muslim) 'other' as pre-modern/primitive and ultimately not human in the same way as citizens within the liberal order.[36]

References

[1] Goffman, E. (1974). Frame analysis: An easy on the organization of experience. Cambridge, MA: Harvard University Press. http://www.ccsr.ac.uk/methods/publications/frameanalysis/

[2] This example borrowed from Clifford Geertz: *Local Knowledge: Further Essays in Interpretive Anthropology* (1983), Basic Books 2000 paperback: ISBN 0-465-04162-0

[3] Goffman offers the example of the woman bidding on a mirror at an auction who first examines the frame and surface for imperfections, and then "checks" herself in the mirror and adjusts her hat. See Goffman, Erving. *Frame Analysis: An essay on the organization of experience*. Boston: Northeastern University Press, 1986. ISBN 0-930350-91-X, page 39. In each case the mirror represents more than simply a physical object.

[4] Fiske, S. T., & Taylor, S. E. (1991). Social cognition (2nd ed.). New York: McGraw-Hill

[5] Entman,Robert "Tree Beard". Framing: Toward Clarification of a Fractured Paradigm. Journal of Communication; Autumn 1993, 43, 4, p.51

[6] Scheufele, D. A. & Iyengar, S. (forthcoming). The state of framing research: A call for new directions. In K. kENSKI, & K. H. Jamieson (Eds.), The Oxford Handbook of political communication theories. New York: Oxford University Press.

[7] Tewksbury & Scheufele (2009).News framing theory and research, In J. Bryant, & M. B. Oliver (Eds.) Media effects: Advances in theory and research, New York: Routledge.

[8] Gamson, W. A. & Modigliani, A. (1987) The changing culture of affirmative action. Research in Political Sociology, 3, 137-177

[9] Snow, D. A., & Benford, R. D. (1988). Ideology, frame resonance, and participant mobilization. In B. Klandermans, H. Kriesi, & S. Tarrow (Eds.), International social movement research. Vol 1, From structure on action: Comparing social movement research across cultures (pp. 197-217). Greenwich, CT: JAI Press.

[10] Iyengar, S. (1991). Is anyone responsible? How television frames political issues. Chicago: University of Chicago Press.

[11] Econport. "Decision-Making Under Uncertainty - Advanced Topics: An Introduction to Prospect Theory". (EconPort is an economics digital library specializing in content that emphasizes the use of experiments in teaching and research.) (http://www.econport.org/econport/request?page=man_ru_advanced_prospect)

[12] , pages 53-54.

[13] The framing effect of relative and absolute risk. [J Gen Intern Med. 1993] - PubMed Result (http://www.ncbi.nlm.nih.gov/entrez/query.fcgi?cmd=Retrieve&db=PubMed&list_uids=8271086&dopt=Abstract)

[14] Chong, D. and Druckman, J. N. (2007): Framing Theory, Annual Review of Political Science, vol. 10

[15] Price, V., Tewksburg, D. and Powers, E. (1997): Switching Trains of Thought: The Impact of News Frames on Readers' Cognitive Responses, Communication Research, Vol. 24 No. 5 s. 481 - 506

[16] Bert Klandermans. 1997. *The Social Psychology of Protest*. Oxford: Blackwell, page 45

[17] Erving Goffman (1974). *Frame Analysis: An essay on the organization of experience*. Cambridge: Harvard University Press, 1974, page 21.

[18] Kenneth Boulding: *The Image: Knowledge in Life and Society*, University of Michigan Press, 1956)

[19] Snow, D. A., Rochford, E. B., Worden, S. K., & Benford, R. D. (1986). Frame alignment processes, micromobilization, and movement participation. American Sociological Review, 51, page 464

[20] Jim A. Kuypers, *Rhetorical Criticism: Perspectives in Action* , Lexington Press, 2009

[21] *Rhetorical Criticism: Perspectives in Action*

[22] Jim A. Kuypers, *Bush's War: Media Bias and Justifications for War in a Terrorist Age* , Rowman & Littlefield Publishers, Inc., 2009.

[23] Zelinsky, Edward A.. 2005. Do Tax Expenditures Create Framing Effects? Volunteer Firefighters, Property Tax Exemptions, and the Paradox of Tax Expenditure Analysis. *Virginia Tax Review* 24. (http://www.allbusiness.com/accounting/3584666-1.html)

[24] Entman, R. M. (1991), Symposium Framing U.S. Coverage of International News: Contrasts in Narratives of the KAL and Iran Air Incidents. Journal of Communication, 41: 6–27. doi: 10.1111/j.1460-2466.1991.tb02328.x

[25] The Framing Wars. *[[New York Times* (http://www.nytimes.com/2005/07/17/magazine/17DEMOCRATS.html?pagewanted=1&ei=5070&en=e3e686efd4fa97c5&ex=1183608000)] *17 July 2005]*

[26] Walter Olson, Overlawyered weblog (http://www.overlawyered.com/2005/07/some_framing_advice.html), 2005-07-18

[27] Al Kamen, "Forget Cash -- Lobbyists Should Set Support for Lawmakers in Stone" (http://www.washingtonpost.com/wp-dyn/content/article/2007/01/16/AR2007011601429_pf.html), *Washington Post*, 2007-01-17

[28] Rampton, Sheldon and Stauber, John. *Trust Us, We're Experts!* Putnam Publishing, New York, NY, 2002. Page 64.

[29] The President's Agenda for Tax Relief (http://georgewbush-whitehouse.archives.gov/news/reports/taxplan.html) retrieved 3 July 2007.

[30] Cognitive Policy Works/Rockridge Institute: Simple Framing (http://www.cognitivepolicyworks.com/resource-center/planning-tools/framing-tutorials/simple-framing/)

[31] http://en.wikipedia.org/w/index.php?title=Framing_(social_sciences)&action=edit

[32] "It's Escalation, Stupid." *Alternet* (http://www.alternet.org/waroniraq/48059/) retrieved 3 July 2007

[33] "The Rumsfeld Dilemma: Demand an Exit Strategy, Not a Facelift" (http://www.huffingtonpost.com/bruce-budner/the-rumsfeld-dilemma-dem_b_29550.html) by Bruce Budner, in *The Huffington Post* 15 September 2006

[34] "Is It All in a Word? The Effect of Issue Framing on Public Support for U.S. Spending on HIV/AIDS in Developing Countries." (http://hij.sagepub.com/cgi/content/abstract/12/2/120) by Sara Bleich. Retrieved 2007-07-03

[35] "Seeking to Save the Planet, With a Thesaurus" (http://www.nytimes.com/2009/05/02/us/politics/02enviro.html) article by John M. Broder in *The New York Times* May 1, 2009

[36] Butler, J. (2009), *Frames of War*, London: Verso.

Further reading

- Baars, B. *A cognitive theory of consciousness*, NY: Cambridge University Press 1988, ISBN 0-521-30133-5.
- Boulding, Kenneth E. (1956). The Image: Knowledge in Life and Society. Michigan University Press.
- Carruthers, P. (2003). "On Fodor's Problem". *Mind and Language* **18** (5): 502–523. doi: 10.1111/1468-0017.00240 (http://dx.doi.org/10.1111/1468-0017.00240).
- Clark, A. (1997), Being There: Putting Brain, Body, and World Together Again, Cambridge, MA: MIT Press.
- Cutting, Hunter and Makani Themba Nixon (2006). Talking the Walk: A Communications Guide for Racial Justice: AK Press
- Dennett, D. (1978), Brainstorms, Cambridge, MA: MIT Press.
- Fairhurst, Gail T. and Sarr, Robert A. 1996. *The Art of Framing: Managing the Language of Leadership.* USA: Jossey-Bass, Inc.
- Feldman, Jeffrey. (2007), *Framing the Debate: Famous Presidential Speeches and How Progressives Can Use Them to Control the Conversation (and Win Elections)*. Brooklyn, NY: Ig Publishing.
- Fodor, J.A. (1983), The Modularity of Mind, Cambridge, MA: MIT Press.
- Fodor, J.A. (1987), "Modules, Frames, Fridgeons, Sleeping Dogs, and the Music of the Spheres", in Pylyshyn (1987).
- Fodor, J.A. (2000), The Mind Doesn't Work That Way, Cambridge, MA: MIT Press.
- Ford, K.M. & Hayes, P.J. (eds.) (1991), Reasoning Agents in a Dynamic World: The Frame Problem, New York: JAI Press.
- Goffman, Erving. 1974. *Frame Analysis: An Essay on the Organization of Experience.* London: Harper and Row.
- Goffman, E. (1974). Frame Analysis. Cambridge: Harvard University Press.
- Goffman, E. (1959). Presentation of Self in Everyday Life. New York: Doubleday.
- Goodman, N. (1954), Fact, Fiction, and Forecast, Cambridge, MA: Harvard University Press.
- Hanks, S.; McDermott, D. (1987). "Nonmonotonic Logic and Temporal Projection". *Artificial Intelligence* **33** (3): 379–412. doi: 10.1016/0004-3702(87)90043-9 (http://dx.doi.org/10.1016/0004-3702(87)90043-9).
- Haselager, W.F.G. (1997). Cognitive science and folk psychology: the right frame of mind. London: Sage
- Haselager, W.F.G.; Van Rappard, J.F.H. (1998). "Connectionism, Systematicity, and the Frame Problem". *Minds and Machines* **8** (2): 161–179. doi: 10.1023/A:1008281603611 (http://dx.doi.org/10.1023/A:1008281603611).
- Hayes, P.J. (1991), "Artificial Intelligence Meets David Hume: A Reply to Fetzer", in Ford & Hayes (1991).
- Heal, J. (1996), "Simulation, Theory, and Content", in Theories of Theories of Mind, eds. P. Carruthers & P. Smith, Cambridge: Cambridge University Press, pp. 75–89.
- Johnson-Cartee, K. (2005). News narrative and news framing: Constructing political reality. Lanham, MD: Rowman & Littlefield.
- Kendall, Diana, *Sociology In Our Times*, Thomson Wadsworth, 2005, ISBN 0-534-64629-8 Google Print, p.531 (http://books.google.com/books?vid=ISBN0534646298&id=kzU-gtx2VfoC&pg=PA531&lpg=PA531&dq="Resource+Mobilization"&sig=NgTePMtdl2stO7V2FofPqeZuP5I&hl=en)
- Klandermans, Bert. 1997. *The Social Psychology of Protest.* Oxford: Blackwell.
- Lakoff, G. & Johnson, M. (1980), Metaphors We Live By, Chicago: University of Chicago Press.
- Leites, N. & Wolf, C., Jr. (1970). Rebellion and authority. Chicago: Markham Publishing Company.
- Martino, De; Kumaran, D; Seymour, B; Dolan, RJ (2006). "Frames, Biases, and Rational Decision-Making in the Human Brain". *Science* **313** (5787): 684–687. doi: 10.1126/science.1128356 (http://dx.doi.org/10.1126/science.1128356). PMC 2631940 (http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2631940). PMID 16888142 (http://www.ncbi.nlm.nih.gov/pubmed/16888142).

- McAdam, D., McCarthy, J., & Zald, M. (1996). Introduction: Opportunities, Mobilizing Structures, and Framing Processes—Toward a Synthetic, Comparative Perspective on Social Movements. In D. McAdam, J. McCarthy & M. Zald (Eds.), Comparative Perspectives on Social Movements; Political Opportunities, Mobilizing Structures, and Cultural Framings (pp. 1–20). New York: Cambridge University Press.
- McCarthy, J. (1986), "Applications of Circumscription to Formalizing Common Sense Knowledge", Artificial Intelligence, vol. 26(3), pp. 89–116.
- McCarthy, J. & Hayes, P.J. (1969), "Some Philosophical Problems from the Standpoint of Artificial Intelligence", in Machine Intelligence 4, ed. D.Michie and B.Meltzer, Edinburgh: Edinburgh University Press, pp. 463–502.
- McDermott, D. (1987), "We've Been Framed: Or Why AI Is Innocent of the Frame Problem", in Pylyshyn (1987).
- Mithen, S. (1987), *The Prehistory of the Mind*, London: Thames & Hudson.
- Nelson, T. E.; Oxley, Z. M.; Clawson, R. A. (1997). "Toward a psychology of framing effects". *Political Behavior* **19** (3): 221–246. doi: 10.1023/A:1024834831093 (http://dx.doi.org/10.1023/A:1024834831093).
- Pan, Z.; Kosicki, G. M. (1993). "Framing analysis: An approach to news discourse". *Political Communication* **10** (1): 55–75. doi: 10.1080/10584609.1993.9962963 (http://dx.doi.org/10.1080/10584609.1993.9962963).
- Pan. Z. & Kosicki, G. M. (2001). Framing as a strategic action in public deliberation. In S. D. Reese, O. H. Gandy, Jr., & A. E. Grant (Eds.), Framing public life: Perspectives on media and our understanding of the social world, (pp. 35–66). Mahwah, NJ: Lawrence Erlbaum Associates.
- Pylyshyn, Zenon W. (ed.) (1987), The Robot's Dilemma: The Frame Problem in Artificial Intelligence, Norwood, NJ: Ablex.
- Stephen D. Reese, Oscar H. Gandy and August E. Grant. (2001). *Framing Public Life: Perspectives on Media and Our Understanding of the Social World.* (http://books.google.com/books?id=I0BlAAAAMAAJ&q=journalist+subject:"Reporters+and+reporting"&dq=journalist+subject:"Reporters+and+reporting"&lr=&client=firefox-a&pgis=1) Maywah, New Jersey: Lawrence Erlbaum. ISBN 978-0-8058-3653-0
- Russell, S. & Wefald, E. (1991), Do the Right Thing: Studies in Limited Rationality, Cambridge, MA: MIT Press.
- Scheufele, DA; Dietram, A. (1999). "Framing as a theory of media effects". *Journal of Communication* **49** (1): 103–122. doi: 10.1111/j.1460-2466.1999.tb02784.x (http://dx.doi.org/10.1111/j.1460-2466.1999.tb02784.x).
- Shanahan, Murray P. (1997), *Solving the Frame Problem: A Mathematical Investigation of the Common Sense Law of Inertia*, Cambridge, MA: MIT Press. ISBN 0-262-19384-1
- Shanahan, Murray P. (2003), "The Frame Problem", in *The Macmillan Encyclopedia of Cognitive Science*, ed. L.Nadel, Macmillan, pp. 144–150.
- Simon, Herbert (1957), *Models of Man, Social and Rational: Mathematical Essays on Rational Human Behavior in a Social Setting*, New York: John Wiley. OCLC 165735 (http://www.worldcat.org/oclc/165735)
- Snow, D. A.; Benford, R. D. (1988). "Ideology, frame resonance, and participant mobilization". *International Social Movement Research* **1**: 197–217.
- Snow, D. A.; Rochford, E. B.; Worden, S. K.; Benford, R. D. (1986). "Frame alignment processes, micromobilization, and movement participation". *American Sociological Review* **51** (4): 464–481. doi: 10.2307/2095581 (http://dx.doi.org/10.2307/2095581).
- Sperber, D.; Wilson, D. (1996). "Fodor's Frame Problem and Relevance Theory". *Behavioral and Brain Sciences* **19** (3): 530–532. doi: 10.1017/S0140525X00082030 (http://dx.doi.org/10.1017/S0140525X00082030).
- Tarrow, S. (1983a). "Struggling to Reform: social Movements and policy change during cycles of protest". Western Societies Paper No. 15. Ithaca, NY: Cornell University.
- Tarrow, S. (1983b). "Resource mobilization and cycles of protest: Theoretical reflections and comparative illustrations". Paper presented at the Annual Meeting of the American Sociological Association, Detroit, August 31–September 4.
- Triandafyllidou, A. and Fotiou, A. (1998), "Sustainability and Modernity in the European Union: A Frame Theory Approach to Policy-Making" (http://www.socresonline.org.uk/3/1/2.html), Sociological Research

Online, vol. 3, no. 1.
- Tilly, C., Tilly, L., & Tilly, R. (1975). *The rebellious century, 1830–1930*. Cambridge, MA: Cambridge University Press.
- Turner, R. H., & Killian, L. M. (1972). *Collective Behavior*. Englewood Cliffs, NJ: Prentice-Hall.
- "Rational Choice and the Framing of Decisions", A.Tversky, D.Kahneman, *Journal of Business*, 1986, vol.59, no.4, pt.2.
- Wilkerson, W.S. (2001). "Simulation, Theory, and the Frame Problem". *Philosophical Psychology* **14** (2): 141–153. doi: 10.1080/09515080120051535 (http://dx.doi.org/10.1080/09515080120051535).
- Willard, Charles Arthur. *Liberalism and the Social Grounds of Knowledge* Chicago: University of Chicago Press, 199

External links

- The Framing Wars. *New York Times* 17 July 2005 (http://www.nytimes.com/2005/07/17/magazine/17DEMOCRATS.html)
- Curry, Tom. 2005. "Frist chills talk of judges deal (Page 2)." (http://www.msnbc.msn.com/id/7640262/page/2/) *The question in the poll was not **framed** as a matter of whether nominee ought to get an up-or-down vote. And that **framing** of the issue, Republican strategists believe, is the most advantageous one...* MSNBC
- CMU.edu (pdf) (http://www.ccbi.cmu.edu/reprints/Gonzalez_JOEP2005-decision-making.pdf) - 'The Framing effect and risky decision: Examining cognitive functions with fMRI', C. Gonzalez, et al., *Journal of Economic Psychology* (2005)
- HBS.edu (http://hbswk.hbs.edu/item/5488.html) - 'Fixing Price Tag Confusion'(interview), Sean Silverthorne (December 11, 2006)
- "'Framing effect' influences decisions: Emotions play a role in decision-making when information is too complex" (http://www.msnbc.msn.com/id/14170927/), Charles Q. Choi, MSNBC (August 3, 2006)

Propaganda model

Journalism
• News
• Writing style
• Ethics
• Objectivity
• Values
• Attribution
• Defamation
• Editorial independence
• Journalism school
• List of journalism articles
Areas
• Arts
• Business
• Data
• Entertainment
• Environment
• Fashion
• Medicine
• Politics
• Science
• Sports
• Technology
• Trade
• Traffic
• Weather
• World
Genres
• Advocacy
• Analytic
• Blogging
• Broadcast
• Citizen
• Civic
• Collaborative
• Comics-based
• Community
• Database
• Gonzo
• Immersion
• Investigative
• Literary
• Muckraking
• Narrative
• "New Journalism"
• Non-profit

• Online
• Opinion
• Peace
• Photojournalism
• Scientific
• Visual
• Watchdog
Social impact
• Fourth Estate
• Freedom of the press
• Infotainment
• Media bias
• Public relations
• Press service
• Propaganda model
• Yellow journalism
News media
• Newspapers
• Magazines
• TV and radio
• Internet
• News agencies
• Alternative media
Roles
• Journalists (reporters)
• Columnist
• Blogger
• Editor
• Copy editor
• Meteorologist
• Presenter (news)
• Photographer
• Pundit / commentator
• **Category: Journalism**

The **propaganda model** is a conceptual model in political economy advanced by Edward S. Herman and Noam Chomsky that states how propaganda, including systemic biases, function in mass media. The model seeks to explain how populations are manipulated and how consent for economic, social and political policies is "manufactured" in the public mind due to this propaganda.

The theory posits that the way in which news is structured (through advertising, media ownership, government sourcing and others) creates an inherent conflict of interest which acts as propaganda for undemocratic forces.

Overview

First presented in their 1988 book *Manufacturing Consent: The Political Economy of the Mass Media*, the "propaganda model" views the private media as businesses interested in the sale of a product—readers and audiences—to other businesses (advertisers) rather than that of quality news to the public. Describing the media's "societal purpose", Chomsky writes, "... the study of institutions and how they function must be scrupulously ignored, apart from fringe elements or a relatively obscure scholarly literature". The theory postulates five general classes of "filters" that determine the type of news that is presented in news media. These five classes are:

1. Ownership of the medium
2. Medium's funding sources
3. Sourcing
4. Flak
5. Anti-Communism and fear ideology

The first three are generally regarded by the authors as being the most important. In versions after September 11, Chomsky and Herman updated the fifth prong to instead refer to the War on Terror and antiterrorism, although they say it operates in much the same manner.

Although the model was based mainly on the characterization of United States media, Chomsky and Herman believe the theory is equally applicable to any country that shares the basic economic structure and organizing principles which the model postulates as the cause of media biases.[1]

The filters

Ownership

The size and profit-seeking imperative of dominant media corporations are said to create a bias. The authors point to how in the early nineteenth century, a radical British press had emerged which addressed the concerns of workers but excessive stamp duties, designed to restrict newspaper ownership to the 'respectable' wealthy, began to change the face of the press. Nevertheless there remained a degree of diversity. In postwar Britain, radical or worker-friendly newspapers such as the *Daily Herald*, *News Chronicle*, *Sunday Citizen* (all since failed or absorbed into other publications) and the *Daily Mirror* (at least until the late 1970s) regularly published articles questioning the capitalist system. The authors posit that these earlier radical papers were not constrained by corporate ownership and were therefore free to criticize the capitalist system.

Herman and Chomsky argue that since mainstream media outlets are currently either large corporations or part of conglomerates (*e.g.* Westinghouse or General Electric), the information presented to the public will be biased with respect to these interests. Such conglomerates frequently extend beyond traditional media fields and thus have extensive financial interests that may be endangered when certain information is publicized. According to this reasoning, news items that most endanger the corporate financial interests of those who own the media will face the greatest bias and censorship.

It then follows that if to maximize profit means sacrificing news objectivity, then the news sources that ultimately survive must be fundamentally biased, with regard to news in which they have a conflict of interest. In the United States, regulations require that broadcasters disclose such conflict of interest.[*citation needed*]

Funding

The second filter of the propaganda model is funding generated through advertising. Most newspapers have to attract advertising in order to cover the costs of production; without it, they would have to increase the price of their newspaper. There is fierce competition throughout the media to attract advertisers; a newspaper which gets less advertising than its competitors is at a serious disadvantage. Lack of success in raising advertising revenue was another factor in the demise of the 'people's newspapers' of the nineteenth and twentieth centuries.

The product is composed of the affluent readers who buy the newspaper — who also comprise the educated decision-making sector of the population — while the actual clientele served by the newspaper includes the businesses that pay to advertise their goods. According to this filter, the news is "filler" to get privileged readers to see the advertisements which makes up the content and will thus take whatever form is most conducive to attracting educated decision-makers. Stories that conflict with their "buying mood", it is argued, will tend to be marginalized or excluded, along with information that presents a picture of the world that collides with advertisers' interests. The theory argues that the people buying the newspaper are the product which is sold to the businesses that buy advertising space; the news has only a marginal role as the product.

Sourcing

The third of Herman and Chomsky's five filters relates to the sourcing of mass media news: "The mass media are drawn into a symbiotic relationship with powerful sources of information by economic necessity and reciprocity of interest." Even large media corporations such as the BBC cannot afford to place reporters everywhere. They concentrate their resources where news stories are likely to happen: the White House, the Pentagon, 10 Downing Street and other central news "terminals". Although British newspapers may occasionally complain about the "spin-doctoring" of New Labour, for example, they are dependent upon the pronouncements of "the Prime Minister's personal spokesperson" for government news. Business corporations and trade organizations are also trusted sources of stories considered newsworthy. Editors and journalists who offend these powerful news sources, perhaps by questioning the veracity or bias of the furnished material, can be threatened with the denial of access to their media life-blood - fresh news. Thus, the media become reluctant to run articles that will harm corporate interests that provide them with the resources that the media depend upon.

This relationship also gives rise to a "moral division of labor", in which "officials have and give the facts" and "reporters merely get them". Journalists are then supposed to adopt an uncritical attitude that makes it possible for them to accept corporate values without experiencing cognitive dissonance.

Flak

The fourth filter is 'flak', described by Herman and Chomsky as 'negative responses to a media statement or [TV or radio] program. It may take the form of letters, telegrams, phone calls, petitions, lawsuits, speeches and Bills before Congress and other modes of complaint, threat and punitive action'. Business organizations regularly come together to form flak machines. An example is the US-based Global Climate Coalition (GCC) - comprising fossil fuel and automobile companies such as Exxon, Texaco and Ford. The GCC was started up by Burson-Marsteller, one of the world's largest public relations companies, to attack the credibility of climate scientists and 'scare stories' about global warming.[*citation needed*]

For Chomsky and Herman "flak" refers to negative responses to a media statement or program. The term "flak" has been used to describe what Chomsky and Herman see as efforts to discredit organizations or individuals who disagree with or cast doubt on the prevailing assumptions which Chomsky and Herman view as favorable to established power (*e.g.*, "The Establishment"). Unlike the first three "filtering" mechanisms — which are derived from analysis of market mechanisms — flak is characterized by concerted efforts to manage public information.

Anti-Communism and fear

> “So I think when we talked about the "fifth filter" we should have brought in all this stuff -- the way artificial fears are created with a dual purpose... partly to get rid of people you don't like but partly to frighten the rest. Because if people are frightened, they will accept authority.”
>
> —Noam Chomsky[2]

The fifth and final news filter that Herman and Chomsky identified was 'anti-communism'. *Manufacturing Consent* was written during the Cold War. Chomsky updated the model as "fear", often as 'the enemy' or an 'evil dictator' such as Colonel Gaddafi, Saddam Hussein or Slobodan Milosevic. This is exemplified in British tabloid headlines of 'Smash Saddam!' and 'Clobba Slobba!'.[3] The same is said to extend to mainstream reporting of environmentalists as 'eco-terrorists'. *The Sunday Times* ran a series of articles in 1999 accusing activists from the non-violent direct action group Reclaim The Streets of stocking up on CS gas and stun guns.

Anti-ideologies exploit public fear and hatred of groups that pose a potential threat, either real, exaggerated or imagined. Communism once posed the primary threat according to the model. Communism and socialism were portrayed by their detractors as endangering freedoms of speech, movement, the press and so forth. They argue that such a portrayal was often used as a means to silence voices critical of elite interests. Chomsky argues that since the end of the Cold War (1945–91), anticommunism was replaced by the "War on Terror", as the major social control mechanism.

Case examples

Following the theoretical exposition of the propaganda model, *Manufacturing Consent* contains a large section where the authors seek to test their hypotheses. If the propaganda model is right and the filters do influence media content, a particular form of bias would be expected — one that systematically favors corporate interests.

They also looked at what they perceived as naturally-occurring "historical control groups" where two events, similar in their properties but differing in the expected media attitude towards them, are contrasted using objective measures such as coverage of key events (measured in column inches) or editorials favoring a particular issue (measured in number).

Coverage of "enemy" countries

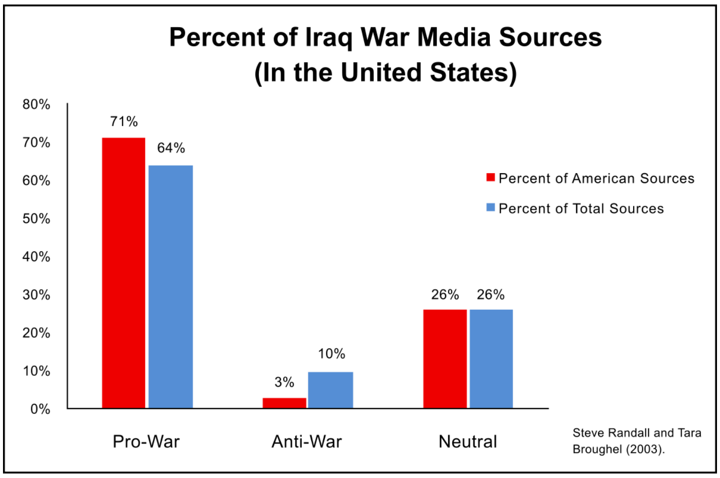
[The polls] show that all of the opposition parties in Nicaragua combined had the support of only 9 percent of the population, but they have 100 percent of Stephen Kinzer.

—Noam Chomsky[4]

Examples of bias given by the authors include the failure of the media to question the legality of the Vietnam War while greatly emphasizing the Soviet war in Afghanistan as an act of aggression.

Other biases include a propensity to emphasize violent acts "genocide" more in enemy or unfriendly countries such as Kosovo while ignoring greater genocide in allied countries such as the Indonesian occupation of East Timor. This bias also said to exist in foreign elections, giving favorable media coverage to fraudulent elections in allied countries such as El Salvador and Guatemala, while unfavorable coverage is given to legitimate elections in enemy countries such as Nicaragua.

Chomsky also asserts that the media accurately covered events such as the Battle of Fallujah but because of an ideological bias, it acted as pro-government propaganda. In describing coverage of raid on Fallujah General Hospital he stated that *The New York Times*, "accurately recorded the battle of Fallujah but it was celebrated... it was a celebration of ongoing war crimes". The article in question was "Early Target of Offensive Is a Hospital [5]".



A study found that in the lead up to the Iraq War, most sources were overwhelmingly in favor of the invasion.

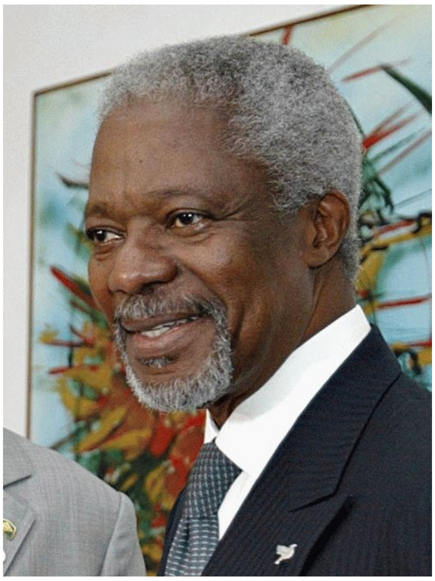
Scandals of leaks

The authors point to biases that are based on only reporting scandals which benefit a section of power, while ignoring scandals that hurt the powerless. The biggest example of this was how the US media greatly covered the Watergate Scandal but ignored the COINTELPRO exposures. While the Watergate break-in was a political threat to powerful people (Democrats), COINTELPRO harmed average citizens and went as far as political assassination. Other examples include coverage of the Iran-Contra Scandal by only focusing on people in power such as Oliver North but omitting coverage of the civilians killed in Nicaragua as the result of aid to the contras.

In a 2010 interview, Chomsky compared media coverage of the Afghan War Diaries released by Wikileaks and lack of media coverage to a study of severe health problems in Fallujah.[6] While there was ample coverage of Wikileaks there was no American coverage of the Fallujah study,[7] in which the health situation in Fallujah was described by the British media as "worse than Hiroshima".[8]

Applications

Since the publication of *Manufacturing Consent*, Herman and Chomsky have adopted the theory and have given it a prominent role in their writings, lectures and theoretical frameworks. Chomsky has made extensive use of its explanative power to lend support to his interpretations of mainstream media attitudes towards a wide array of events, including the following:



Kofi Annan and Richard Perle have said the Iraq War is illegal,[9][10] but this was never mentioned in the US media.

- Gulf War (1990), the media's failure to report on Saddam's peace offers.[11]
- Iraq invasion (2003), the media's failure to report on the legality of the war[12] despite overwhelming public opinion in favor of only invading Iraq with UN authorization.[13][14] According to the liberal watchdog group Fairness and Accuracy In Reporting, there was a disproportionate focus on pro-war sources while total anti-war sources only made up 10% of the media (with only 3% of US sources being anti-war).
- Global warming, the media gives near equal balance to people who deny climate change[15] despite only "about one percent" of climate scientists taking this view. Chomsky commented that there are "three sides" on climate change (deniers, those who follow the scientific consensus, and people who think that the consensus underestimates the threat from global warming), but in framing the debate the media usually ignore people who say that the scientific consensus is unduly optimistic.[16]

Influence and reaction

On the rare occasions the propaganda model is discussed in the mainstream media there is usually a large reaction. In 1988, when Chomsky was interviewed by Bill Moyers there were 1,000 letters in response, one the biggest written reactions in the show's history. When he was interviewed by TV Ontario, the show generated 31,321 call-ins which was a new record for the station. In 1996, when Chomsky was interviewed by Andrew Marr the producer commented that the response was "astonishing". He commented that

> "The audience reaction was astonishing... I have never worked on a programme which elicited so many letters and calls".

In May 2007, Chomsky and Herman spoke at the University of Windsor in Canada summarizing developments and responding to criticisms related to the model.[17] Both authors stated they felt the propaganda model is still applicable (Herman said even more so than when it was introduced), although they did suggest a few areas where they believe it falls short and needs to be extended in light of recent developments.[18]

Chomsky has insisted that while the propaganda role of the media "is intensified by ownership and advertising" the problem mostly lies with "ideological-doctrinal commitments that are part of intellectual life" or intellectual culture of the people in power. He compares the media to scholarly literature which he says has the same problems even without the constraints of the propaganda model.[19]

At the Windsor talk, Chomsky pointed out that Edward S. Herman was primarily responsible for creating the theory although Chomsky supported it. According to Chomsky, he insisted Herman's name appear first on the cover of *Manufacturing Consent* because of his primary role researching and developing the theory.

American pressure groups

With the emergence of the Internet as a cheap and potentially wide-ranging means of communication, a number of independent websites have surfaced which adopt the propaganda model to subject media to close scrutiny. Examples of these are, Free Press and FAIR.

Harvard media torture study

> From the early 1930s until...2004, the newspapers that covered waterboarding almost uniformly called the practice torture or implied it was torture: The New York Times characterized it thus in 81.5% (44 of 54) of articles on the subject and The Los Angeles Times did so in 96.3% of articles (26 of 27). By contrast, from 2002-2008, the studied newspapers almost never referred to waterboarding as torture.
>
> —Desai et al.[20]

In April 2010, a study conducted by the Harvard Kennedy School showed that media outlets such as the New York Times and Los Angeles Times stopped using the term "torture" for waterboarding when the US government committed it, from 2002 to 2008. It also noted that the press was "much more likely to call waterboarding torture if a country other than the United States is the perpetrator." The study was similar to media studies done in *Manufacturing Consent* for topics such as comparing how the term "genocide" is used in the media when referring to allied and enemy countries.

Glenn Greenwald in response said that "We don't need a state-run media because our media outlets volunteer for the task..." and commented that the media often act as propaganda for the government without coercion.[21]

Studies of media outside the USA

Chomsky has commented in the "ChomskyChat Forum" on the applicability of the Propaganda Model to the media environment of other countries:

> “That's only rarely been done in any systematic way. There is work on the British media, by a good U[niversity] of Glasgow media group. And interesting work on British Central America coverage by Mark Curtis in his book *Ambiguities of Power*. There is work on France, done in Belgium mostly, also a recent book by Serge Halimi (editor of *Le Monde diplomatique*). There is one very careful study by a Dutch graduate student, applying the methods Ed Herman used in studying US media reaction to elections (El Salvador, Nicaragua) to 14 major European newspapers. [...] Interesting results. Discussed a bit (along with some others) in a footnote in chapter 5 of my book "Deterring Democracy[".] ”

For more than a decade, a British based website Media Lens has examined their liberal domestic press and broadcasters. Its criticisms are featured in the books *Guardians of Power* (2006)[22] and *Newspeak in the 21st Century* (2009).[23]

Studies have also expanded the Propaganda Model to examine news media in the People's Republic of China [24] and for film production in Hollywood.[25]

News of the World

In July 2011, the BBC journalist Paul Mason pointed out that the News International phone hacking scandal threw light on close links between the press and politicians. However, he argued that the closure of the mass-circulation newspaper *News of the World*, which took place after the scandal broke, conformed only partly to the propaganda model. He drew attention to the role of social media, saying that "large corporations pulled their advertising" because of the "scale of the social media response" (a response which was mainly to do with the Milly Dowler revelations, although Mason does not go into this level of detail).[26]

Mason praised *The Guardian* for having told the truth about the phone-hacking, but expressed doubt about the viability of the newspaper.

> One part of the Chomsky doctrine has been proven by exception. He stated that newspapers that told the truth could not make money. *The Guardian*...is indeed burning money and may run out of it in three years' time.

Criticism

The Anti-Chomsky Reader

Eli Lehrer of the conservative think tank American Enterprise Institute criticized the theory in *The Anti-Chomsky Reader*. According to Lehrer, the fact that papers like the *New York Times* and *Wall Street Journal* have disagreements is evidence that the media is not a monolithic entity. Lehrer also believes that the media cannot have a corporate bias because it reports on and exposes corporate corruption. Lehrer asserts that the model amounts to a Marxist conception of right-wing false consciousness.[27]

Herman and Chomsky have said that the media "is not a solid monolith" but that it represents a debate between powerful interests while ignoring perspectives that challenge the "fundamental premises" of all these interests. For instance, during the Vietnam War there was disagreement among the media over tactics but that the broader issue of the legality and legitimacy of the war was ignored (see Coverage of "enemy" countries). Additionally, Chomsky has said that while the media are against corruption, they are not against society legally empowering corporate interests which is a reflection of the powerful interests that the model would predict.[28] The authors have also said that the model does not seek to address "the effects of the media on the public" which might be ineffective at shaping public opinion. Edward Herman has said "critics failed to comprehend that the propaganda model is about how the media work, not how effective they are."[29]

Inroads: A Journal of Opinion

Gareth Morley argues in an article in *Inroads: A Journal of Opinion* that widespread coverage of Israeli mistreatment of protesters as compared with little coverage of similar (or much worse) events in sub-Saharan Africa is poorly explained. Chomsky responded that when testing a model, examples should be carefully paired to control reasons for discrepancies not related to political bias. For instance, general coverage of the two areas compared should be similar. In this case, according to Chomsky, they are not: news from Israel (in any form) is far more common than news from sub-Saharan Africa.

New York Times Review

Historian Walter LaFeber criticized the book *Manufacturing Consent* for overstating its case, in particular with regards to reporting on Nicaragua and not adequately explaining how a powerful propaganda system would let military aid to the Contra rebels be blocked. Herman responded in a letter by stating that the system was not "all powerful" and that LaFeber did not address their main point regarding Nicaragua. LaFeber replied that:

> Mr. Herman wants to have it both ways: to claim that leading American journals "mobilize bias" but object when I cite crucial examples that weaken the book's thesis. If the news media are so unqualifiedly bad, the book should at least explain why so many publications (including my own) can cite their stories to attack President Reagan's Central American policy.

References

[1] A selection of Chomsky (http://web.archive.org/web/20070225145314/http://www.zmag.org/forums/chomforumacrh.htm)
[2] *Understanding Power*, Footnote 35
[3] The Propaganda Model: An Overview (http://www.chomsky.info/onchomsky/2002----.htm)
[4] Chomsky, Understanding Power (http://www.uiowa.edu/~cyberlaw/lem02/chomsky1.html)
[5] http://www.nytimes.com/2004/11/08/international/middleeast/08hospital.html
[6] Chomsky on the WikiLeaks' Coverage in the Press (http://www.youtube.com/watch?v=WHfYtvYRgdk)
[7] BEYOND HIROSHIMA - THE NON-REPORTING OF FALLUJAH'S CANCER CATASTROPHE (http://www.medialens.org/index.php?option=com_content&view=article&id=5:beyond-hiroshima-the-non-reporting-of-fallujahs-cancer-catastrophe&catid=1:alerts&Itemid=34)
[8] Toxic legacy of US assault on Fallujah 'worse than Hiroshima' (http://www.independent.co.uk/news/world/middle-east/toxic-legacy-of-us-assault-on-fallujah-worse-than-hiroshima-2034065.html)
[9] Iraq war illegal, says Annan (http://news.bbc.co.uk/2/hi/3661134.stm)
[10] War critics astonished as US hawk admits invasion was illegal (http://www.guardian.co.uk/uk/2003/nov/20/usa.iraq1)
[11] Where Egos Dare (http://www.chomsky.info/onchomsky/1998----.htm)
[12] Illegal but Legitimate: a Dubious Doctrine for the Times. (http://www.youtube.com/watch?v=pfKpiETLgM) University of Washington. April 20, 2005.
[13] Support for Invasion of Iraq Remains Contingent on U.N. Approval (http://www.gallup.com/poll/7195/support-invasion-iraq-remains-contingent-un-approval.aspx)
[14] *The Foreign Policy Disconnect* (http://books.google.com/books?id=OAg68_PMDwAC&printsec=frontcover&dq=foreign+policy+disconnect&hl=en&ei=jMrITb-YIaffiALu97iLBQ&sa=X&oi=book_result&ct=result&resnum=1&ved=0CDEQ6AEwAA#v=onepage&q=65 percent "the U.S.should only invade Iraq with UN approval and the support of its allies"&f=false), pg 109
[15] Journalistic Balance as Global Warming Bias (http://www.fair.org/index.php?page=1978), FAIR
[16] Noam Chomsky and Bill McKibben on Global Warming (http://www.youtube.com/watch?v=_O3cNc2JoMA)
[17] 20 Years of Propaganda (http://www.uwindsor.ca/units/commstudies/propaganda.nsf/intoc/dc899988bd643987852572cd006efae1) University of Windsor, Ontario, Canada, May 2007
[18] Critical Discussions and Evidence of the Ongoing Relevance of the Herman and Chomsky Propaganda Model (http://www.fifth-estate-online.co.uk/comment/twentyyearsofpropaganda.html), University of Windsor, Ontario, Canada, May 2007
[19] Chomsky In First Person (http://www.frontlineonnet.com/fl1825/18250080.htm), Frontline
[20] Torture at Times: Waterboarding in the Media (http://www.hks.harvard.edu/presspol/publications/papers/torture_at_times_hks_students.pdf)
[21] New study documents media's servitude to government (http://www.salon.com/2010/06/30/media_258/)
[22] Peter Wilby "On the margins", (http://www.newstatesman.com/200601300049) *New Statesman*, 30 January 2006
[23] Stephen Poole "Non-fiction review roundup" (http://www.guardian.co.uk/books/2009/oct/03/nonfiction-review-roundup-stephen-poole), *The Guardian*, 3 October 2009
[24] (http://www.westminster.ac.uk/__data/assets/pdf_file/0014/35123/008WPCC-Vol6-No2-Jesse_Owen_Hearns-Branaman.pdf) Jesse Owen Hearns-Branaman, 'A Political Economy of News Media in the People's Republic of China', *Westminster Papers on Communication and Culture*, Volume 6, No 2, 2009
[25] (http://www.westminster.ac.uk/__data/assets/pdf_file/0016/35125/009WPCC-Vol6-No2-Matthew_Alford.pdf) Matthew Alford, 'A Propaganda Model for Hollywood,' *Westminster Papers on Communication and Culture*, Volume 6, No 2, 2009
[26] " Murdoch: the network defeats the hierarchy (http://www.bbc.co.uk/news/business-14093772)", BBC.
[27] Eli Lehrer. Chomsky and the Media: A Kept Press and a Manipulated People. Pages 67-87 In The Anti-Chomsky Reader (2004) Peter Collier and David Horowitz, editors. Encounter Books.
[28] Chomsky "Media" interview by Andrew Marr (http://www.youtube.com/watch?v=Gu1ONVg362o) *The Big Idea*, 1996
[29] " The Propaganda Model: A Retrospective (http://www.chomsky.info/onchomsky/20031209.htm)" Edward Herman

External links

- The Propaganda Model Revisited (http://www.chomsky.info/onchomsky/199607--.htm) by Edward S. Herman, 1996
- The Propaganda Model: An Overview (http://www.chomsky.info/onchomsky/2002----.htm) by David Cromwell, 2002
- A Critical Review and Assessment of Herman and Chomsky's Propaganda Model (http://www.chomsky.info/onchomsky/2002----02.pdf), by Jeffery Klaehn, *European Journal of Communication* 17(2), 2002
- The Propaganda Model: A Retrospective (http://human-nature.com/reason/01/herman.pdf) by Edward S. Herman, 2003
- Media, Power and the Origins of the Propaganda Model: An Interview with Edward S. Herman (http://www.fifth-estate-online.co.uk/?p=140) by Jeffery Klaehn, 2008
- The Herman-Chomsky Propaganda Model Twenty Years On (http://www.westminster.ac.uk/schools/media/camri/wpcc/the-herman-chomsky-propaganda-model-twenty-years-on) *Westminster Papers in Communication and Culture* 6(2), 2009
- The Propaganda Model in 2011: Stronger Yet Still Neglected in UK Higher Education? (http://synaesthesiajournal.com/uploads/The_PM_in_2011JWR22311.pdf) by John W. Robertson, 2011
- The Propaganda Model in the Early 21st Century, Part I (http://ijoc.org/ojs/index.php/ijoc/article/view/785/666) & Part II (http://ijoc.org/ojs/index.php/ijoc/article/view/1444/667), by Joan Pedro, *International Journal of Communication*, 5, 2011.
- Propaganda Model Resource List (http://www.sourcewatch.org/index.php?title=Propaganda_Model) at Source Watch

Online Videos

- *Manufacturing Consent* (http://www.youtube.com/watch?v=Ci_1Ghk0CIc), The Propaganda Model, 1992
- 'Noam Chomsky - The Political Economy of the Mass Media - Part 1' (http://www.youtube.com/watch?v=f6JqFtDWfxI)
- 'The Myth of the Liberal Media: The Propaganda Model of News' (http://www.youtube.com/watch?v=KYlyb1Bx9Ic)
- Chomsky "Media" interview by Andrew Marr (http://www.youtube.com/watch?v=8jkJIya_0KE) *The Big Idea*, 1996
- Noam Chomsky in conversation with Jonathan Freedland (http://www.youtube.com/watch?v=O0D0E42AA4I). British Library exhibition: *Propaganda, Power and Persuasion*. March 19, 2003.

History of public relations

According to Edward Bernays, public relations is "practically as old as society." Some books and universities identify a Babylonian tablet from 1800 BC as the first example of public relations. They also associate audience segmentation tactics used in gospels, political promotions in Rome and logos used by ancient craftsman as being early examples of public relations. According to Scott Cutlip, there is disagreement over whether these ancient events constitute public relations or are part of its history. Most textbooks on public relations consider the antecedents to the field to have originated during the settlement of the New World. Exaggerated promotions were used to attract settlers and the first fund-raising pamphlet, New England Fresh Fruits, was used to raise funding for Harvard. Pamphlets, media outreach and slogans were also used to spread anti-British sentiment.

Public relations as a paid profession began in 1900, when the first public relations agency, The Publicity Bureau, was founded. Ivy Lee and Edward Bernays, who are both referred to as the father of public relations, helped establish the field as a professional practice in the United States. Basil Clarke is considered the profession's founder in the UK and Arthur W. Page is considered the father of corporate public relations. The field became more established after World War II, in part due to talent from war-time publicity efforts moving into the private sector. Trade associations, industry publications and academic journals were developed. Some of today's largest PR agencies were founded in the 1950s and began competing globally in Europe and Asia in the beginning in the '60s and '70s.

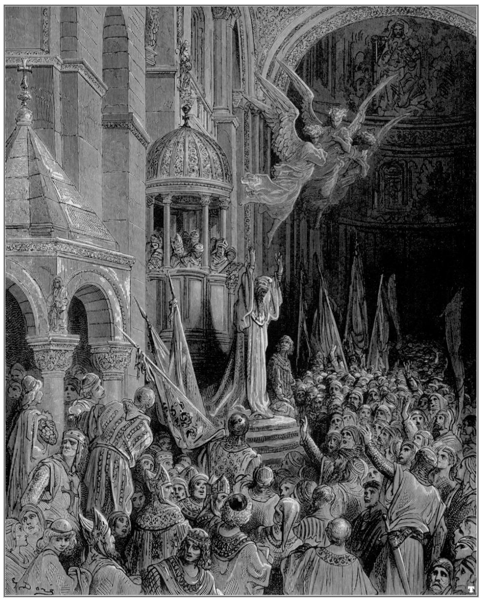
The 1990s were marked by "explosive growth" for the public relations field. Internet technologies and social media changes public relations tactics, agencies consolidated and new specialties were introduced such as investor relations and community relations. The field established a degree of professionalism, though to what extent is debated.

Ancient origins

Although the term "public relations" was not yet developed, some believe the history of public influence and communications management dates back to ancient civilizations.[1] According to Edward Bernays, one of the pioneers of public relations, “The three main elements of public relations are practically as old as society: informing people, persuading people, or integrating people with people. According to academic Scott Cutlip, historic events have been defined as public relations retrospectively, "a decision with which many may quarrel."

Some books and universities identify stone tablets used by the Babylonians to educate farmers on how to sow and harvest crops from 1800 BC as the first known example of public relations. In Egypt, scribes documented a pharaoh's deeds and in Rome leaders like Julius Caesar wrote biographies on their military successes to persuade the public to support their political candidacies. Ancient Greek philosophers such as Isocrates, Plato and Aristotle created early theories in rhetoric and persuasion.[2]

Ancient Greece and Rome published books and taught classes on persuasive speaking, as part of the art of rhetoric. The ancient Roman Empire created symbols and propaganda to demonstrate its economic prosperity and stability, so that it could entice unconquered regions to submit willingly.[3] In medieval Europe, craftsmen guilds coveted their reputation. In England, Lord Chancellors acted as mediators between rulers and subjects.


An artistic depiction of a preacher promoting the crusades

According to Ron Smith from Buffalo State University, public relations was also used to spread Christianity. He considers Pope Urban II's efforts to recruit for the crusades an example of public relations. Early gospel writers practiced audience segmentation by creating four different versions of their gospels for different audiences. Pope Gregory XV founded the term "propaganda" when he created *Congregatio de Propaganda* ("congregation for propagating the faith"), which used trained missionaries to spread Christianity. The term did not carry negative connotations until it was associated with government publicity around World War I. *La reputation* was the word used for French publicists that promoted absolutism in the 1500s and 1600s.

Antecedents in the US

Most textbooks on public relations say that it was first developed in the United States, before expanding globally. According to Scott Cutlip, "the U.S. talent for promotion" began during the settling of the east coast in the 16th century. Settlers like Magellan, Columbus and Raleigh used exaggerated claims of grandeur to entice settlers to the New World. For example, in 1598, a desolate swampy area of Virginia was described by Captain Arthur Barlowe as follows: "The soile is the most plentiful, sweete, fruitful and wholesome of all the worlde."[] When colonists wrote about the hardships of colonizing Virginia, including the death toll caused by conflicts with Indians, pamphlets with anonymous authors were circulated to reassure settlers and rebuke criticisms. Exaggerated stories of Davy Crocket and the California Gold Rush were used to persuade the public to fight the war against Mexico and to migrate west in the US, respectively.[]

Public relations was also used to promote higher education in the New World. In 1641, Harvard University sent three preachers on a begging mission to England to raise 500 pounds to fund spreading Christianity to Indians. When the preachers said they needed a document to explain their cause, the University created the first fund-raising brochure, *New England's First Fruits*.[4] An early versions of the press release was used when King's College (now Columbia University), sent out an announcement of its 1758 graduation ceremonies and several newspapers printed the information. Princeton was the first university to make it a routine practice to supply newspapers with information about activities at the college.

The Boston Tea Party has been called "public relations event" in that it was a staged event intended to influence the public. Pamphlets such as Common Sense and The American Crisis were used to spread anti-British propaganda, as well as the slogan “taxation without representation is tyranny.” After the revolution was won, disagreements broke out regarding the United States Constitution. Supporters of the constitution sent letters now called the Federalist Papers to major news outlets, which helped persuade the public to support the constitution.[5][6]

An 1807 address to Congress by former U.S. President Thomas Jefferson may be the first time the term "public relations" was coined.[7] During the 1820s, President Andrew Jackson appointed the first Federal Press Secretary in the US, Amos Kendall. He became the first person whose paid profession centered on media management for a person or organization. In Europe, Krups was the first corporation to create a public relations department in 1870. Westinghouse Corporation created the first in-house PR department in the US in 1889.[] Public relations practitioners were also hired in the US to persuade consumers to use the new railroad system. Some scholars believe that the first appearance of the term "public relations" was in the *1897 Year Book of Railway Literature*.[8]

During the industrial revolution, many publicists used exploitive means to publicise circuses. P.T. Barnum was particularly well known for successfully publicizing his circus using manipulative techniques.

Foundation as a profession

According to Barbara Diggs-Brown from the American University School of Communications, the PR field anchors its work in historical events in order to improve its perceived validity, but it didn't begin as a professional field until around 1900.[] The book, "Today's Public Relations: An Introduction," states that, though experts disagree on public relations' origins, many identify the early 1900s as its start as a paid profession. According to Scott Cutlip, "we somewhat arbitrarily place the beginnings of the public relations vocation with the establishment of The Publicity Bureau in Boston in mid-1900. He explains that the origins of public relations cannot be pinpointed to an exact date, because it developed over time through a complex series of events.

The Publicity Bureau was the first public relations agency and was founded by former Boston journalists.[9] In 1906, the Publicity Bureau was hired by railroad interests to campaign against regulation. Theodore Roosevelt, who wanted to regulate the railroad industry, was the first President to use the White House as a "bully pulpit" and was said to "rule the country from the newspapers' front pages." The passage of the Hepburn Act, which added government controls over railroads, was seen as a victory for Roosevelt and a testament to his publicity skills. According to Scott Cutlip, this "mastery of public relations profoundly shifted the power from the Congress to the Presidency." Roosevelt also spurred the growth of the public relations field by using the media to promote The New Deal and to blame corporations for the country's economic problems, which led companies to recruit their own publicists to defend themselves.

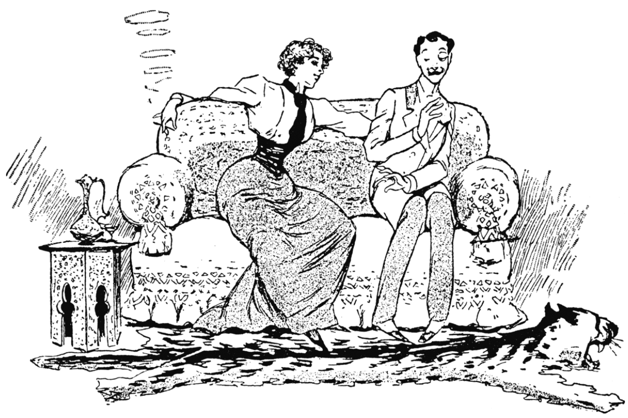


Image from an early German PR campaign promoting cigarettes for women

In 1929, Edward Bernays helped the Lucky Strike cigarette brand make their cigarettes more popular among women. Research showed that women were reluctant to carry a pack of Lucky Strike cigarettes, because the brand's green color scheme clashed with popular fashion choices. Bernays persuaded fashion designers, charity events, interior designers and others to popularize the color green. He also positioned cigarettes as Torches of Freedom that represent rebellion against the norms of a male-dominated society.

In 1938, among concerns regarding dropping diamond prices and sales volume, Debeers engaged advertising agency N.W. Ayers. Ayers recommended a strategy to "strengthen the association in the public's mind of diamonds with romance," whereas "the larger and finer the diamond, the greater the expression of love." This became known as one of America's "lexicon of great campaigns" for successfully persuading the public to purchase expensive luxury items during a time of financial stress through psychological manipulation of the item's perceived rarity and value. It also led to the development of the slogan "A diamond is forever" in 1947 and was influential in how diamonds were marketed thereafter.

"Fathers" of the profession

Ivy Lee, a former Wall Street reporter, is sometimes called the father of public relations and was influential in establishing it as a professional practice. In 1906, Lee published a Declaration of Principles, which said that public relations work should be done in the open, should be accurate and cover topics of public interest. Ivy Lee is also credited with developing the modern press release and the "two-way-street" philosophy of both listening to and communicating with respective publics.

In practice Lee's work was often identified as spin or propaganda. In 1913 and 1914 the mining union was blaming the Ludlow Massacre, where on-strike miners and their families were killed by state militia, on the Rockefeller family and their coal mining operation, The Colorado Fuel and Iron Company. On the Rockefeller family's behalf, Lee published bulletins called "Facts Concerning the Struggle in Colorado for Industrial Freedom," which contained false and misleading information. The press said Lee "twisted the facts" and called him a "paid liar," a "hired slanderer," and a "poisoner of public opinion."

Edward Bernays, a nephew of Sigmund Freud, is also sometimes referred to as the father of public relations and the profession's first theorist for his work in the 1920s. He took the approach that audiences had to be carefully understood and persuaded to see things from the client's perspective. He wrote the first text-book on public relations and taught the first college course at New York University in 1923. Bernays also first introduced the practice of using front groups in order to protect tobacco interests. In the 1930s he started the first vocational course in public relations.[10]

Bernays was influenced by Freud's theories about the subconscious. He authored several books, including *Crystallizing Public Opinion* (1923), *Propaganda* (1928), and *The Engineering of Consent* (1947). He saw public relations as an "applied social science" that uses insights from psychology, sociology, and other disciplines to scientifically manage and manipulate the thinking and behavior of an irrational and "herdlike" public. "The conscious and intelligent manipulation of the organized habits and opinions of the masses is an important element in democratic society," he wrote in *Propaganda*, "Those who manipulate this unseen mechanism of society constitute an invisible government which is the true ruling power of our country."

According to Ruth Edgett from Syracuse University, Lee and Bernays both had "initial and spectacular successes in raising public relations from the art of the snake oil salesman to the calling for a true communicator." However, "late in their careers, both Lee and Bernays took on clients with clearly reprehensible values, thus exposing themselves and their work to public criticism." Walter Lippmann was also a contributor to early public relations theory, for his work on the books Public Opinion (1922) and The Phantom Public (1925). He coined the term "manufacture of consent," which is based on the idea that the public's consent must be coaxed by experts to support a democratic society.

Former journalist Basil Clarke is considered by some to be the founder of public relations in the UK. He founded the UK's first PR agency, Editorial Services, in 1924. He also authored the world's first code of ethics for the field in 1929. Through his publicity efforts, Clarke was able to get imported skimmed milk marked as "unfit for babies" on behalf of pasteurized milk producers and fought to allow food colorants in preserved food for Heinz

Arthur W. Page is sometimes considered to be the father of "corporate public relations" for his work with the American Telephone and Telegraph Company from 1927 to 1946. The company's newly attained monopoly had led to public distrust due to its control over the communications network. In the early 1900s, AT&T had assessed that 90% of its press coverage was negative, which was reduced to 60 percent by changing its business practices and disseminating information to the press. Page positioned the company as a public utility and increased the public's appreciation for the company's contributions to society.[]

World War II

During World War II (1941–45), American propaganda was used to increase support for the war and commitment to an Allied victory. Using a vast array of media, propagandists fomented hatred for the enemy and support for America's allies, urged greater public effort for war production and victory gardens, persuaded people to save some of their material so that more material could be used for the war effort, and sold war bonds. Patriotism became the central theme of advertising throughout the war, as large scale campaigns were launched to sell war bonds, promote efficiency in factories, reduce ugly rumors, and maintain civilian morale. The war consolidated the advertising industry's role in American society, deflecting earlier criticism.[11]

During the war Coca Cola promised that "every man in uniform gets a bottle of Coca-Cola for five cents, wherever he is and whatever it costs the company." The company received volumes of letters from soldiers saying that there was "no greater calamity" than running out of coke. Coca Cola successfully persuaded politicians that they were crucial to the war-effort. As a result Coke was exempted from sugar rationing, ultimately leading to the once primarily US-based product developing into a dominant international brand.

International expansion

According to one textbook, the period after World War II was a boon for the public relations field and "the 40 years from 1960 to 2000 are perhaps best characterized as the professional-development-building era in public relations." This was caused by an increase in the number of media outlets and the talent previously used for government and military publicity that entered the private sector.

Public relations activities began in France in the 16th century and in the Netherlands in the seventeenth century, but wasn't established as a professional activity until the 1920s. Mussolini's use of propaganda during World War II led to more public relations activities in Italy. The Empire Marketing Board and the Ministry of Information were created in the UK during the war. Public relations became established as a profession in Europe under the influence of the European Recovery Program. The post-war era is also when public relations became more established in Nigeria, though it had been practiced to some extent since the first newspaper in the country, "Iwe Irohin," was created in 1859.[12]

Trade associations were formed first in the US in 1947 with the Public Relations Society of America (PRSA), followed by the Institute of Public Relations (now the Chartered Institute of Public Relations) in London in 1948. Similar trade associations were created in Australia, Europe, South Africa, Italy and Singapore. The International Association of Public Relations was founded in 1955. The Institute for public relations held its first conference in 1949 and that same year the first British book on public relations, "Public Relations and publicity" was published by J.H. Brebner. The International Association of Business Communicators was founded in 1970. Betsy Ann Plank is called "the first lady of public relations" for becoming the first female president of the PRSA in 1973.

Two of today's largest PR firms, Edelman and Burson-Marsteller, were founded in 1952 and 1953 respectively. Daniel Edelman created the first media tour in the 1950s by touring the country with "the Toni Twins," where one had used a professional salon and the other had used Toni's home-care products. It was also during this period that trade magazines like PR Week, Ragans and PRNews were founded.

John Hill, founder of Hill & Knowlton, is known as the first international public relations pioneer. Hill & Knowlton was the first major US firm to create a strong international network in the 1960s and 1970s. Both Edelman and Burson-Marsteller followed Hill & Knowlton by establishing operations in London in the 1960s and all three began competing internationally in Asia, Europe and other regions. Jacques Coup de Frejac was influential in persuading US and UK companies to also extend their public relations efforts into the French market and for convincing French businesses to engage in public relations activities. In the early 2000s, public relations in Latin America began developing at a pace "on par with industrialized nations."

According to *The Global Public Relations Handbook*, public relations evolved from a series of "press agents or publicists" to a manner of theory and practice in the 1980s. Research was published in academic journals like *Public Relations Review* and the *Journal of Public Relations Research*, leading to consensus to categorize public relations work into a four-step process: research, planning, communication and action.

Modern era

According to one textbook, the public relations field experienced growth and consolidation during the 1990s. New internet technology and social media websites changed social media tactics. It was also during this period that specialties for communicating to certain audiences and within certain market segments emerged. According to the textbook, "The 1990s were a time of explosive growth for public relations and corporate communications."

In 1991, Dr. Robert L. Heath from the University of Houston said there was "steady progress" towards public relations achieving "true professional status," while academic J. A. R. Pimlott said it had achieved "quasi-professionalism." According to "Today's Public Relations: An Introduction", despite the field's newfound professionalism and ethics, its reputation was still plagued by a history of exploitive behavior.

In April 1999, four managers from IBM, Sun Microsystems, National Public Radio and Linux Journal created "The Cluetrain Manifesto." The Manifesto established 95 theses about the way social media and internet technologies were going to change business. It concluded that markets had become "smarter and faster than most companies," because stakeholders were getting information from each other. The manifesto was considered ahead of its time.

Press releases, which were mostly unchanged for more than a century, began to integrate digital features. BusinessWire introduced the "Smart News Release," which incorporated audio, video and images, in 1997. This was followed by the MultiVu multimedia release from PRNewswire in 2001. The Social Media Release was created by Todd Defren from Shift Communications in 2006 in response to a blog written by journalist and blogger Tom Foremski titled "Die! Press release! Die! Die! Die!" In his blog, Foremski said "Press releases are created by committees, edited by lawyers, and then sent out at great expense through Businesswire or PRnewswire to reach the digital and physical trash bins of tens of thousands of journalists." Incorporating digital and social features became a norm among wire services, as well as making company announcements on corporate blogs.

Social media sites like blogs, Facebook and Twitter changed public relations from a one-way broadcast-oriented field to conversational, two-way communications. Many of the large PR agencies transitioned into integrated marketing firms. According to The New York Times, new media also made it "easier for consumers to learn about the mix-ups and blunders" of public relations. For example, after the Deepwater Horizon oil spill, British Petroleum tried to deflect blame to other parties, claim the spill was not as significant as it was and focused on the science, while human interest stories related to the damage were emerging. In 2011, Facebook tried to covertly spread privacy concerns about competitor Google's Social Circles. Chapstick created a communications crisis after repeatedly deleting negative comments on its Facebook page.

References

[1] Erman, Adolf. Life in Ancient Egypt. New York: Dover Publications, 1971.

[2] Czinkota, Michael R., and Ilkka A. Ronkainen. *The Historical Dimension*. Trade Institutions and Trade Policy to International Marketing. 8th ed. Mason, OH: Thomson/Southwestern, 2007.

[3] Egan, John. "Marketing Communications History." Marketing Communications: Past and Present to Marketing Communications. London: Thomson, 2007.

[4] Troianovski, Anton (7 June 2006). "Calibrating the Public Relations Machine". The Harvard Crimson. Retrieved 17 February 2013.

[5] D F du Plessis (1 January 2001). Introduction to Public Relations and Advertising. Juta and Company Ltd. pp. 9–. Retrieved 27 March 2013.

[6] The Origins of Public Relations, Sage publications, retrieved 9 March 2013

[7] Deirdre K. Breakenridge (26 March 2008). PR 2.0: New Media, New Tools, New Audiences. FT Press. pp. 17–. Retrieved 9 March 2013.

[8] "1897 American Journalism's Exceptional Year." 1897 American Journalism's Exceptional Year. N.p., n.d. Web. 22 April 2013.

[9] Martin J. Manning (2004). Historical Dictionary of American Propaganda. Greenwood Publishing Group. pp. 234–.Retrieved 28 March 2013.

[10] Natasha Tobin, (2005), " Can the professionalisation of the UK public relations industry make it more trustworthy? (http://dx.doi.org/10.1108/13632540510621498)", Journal of Communication Management, Vol. 9 Iss: 1 pp. 56 – 64

[11] Inger L. Stole, ‘’Advertising at War: Business, Consumers, and Government in the 1940s’’ (University of Illinois Press; 2012)

[12] Dr. Olutayo Otubanjo. 150 Years of Modern Public Relations Practices in Nigeria

Article Sources and Contributors

Outline of public relations *Source*: http://en.wikipedia.org/w/index.php?oldid=578073014 *Contributors*: AaronSw, Agradman, Alan Liefting, Andrewaskew, Andries, Antaeus Feldspar, Aranel, ArnoldReinhold, Bad faith, Beland, Cacycle, D6, David Newton, DexDor, Edward321, Gazpacho, Grumpyyoungman01, Hypnosadist, Jamesfgiles, JeffW, JustAGal, Kpalion, Maurreen, Mereda, Mike Rosoft, Mr pand, Mydogategodshat, Neparis, NuclearWarfare, Ombudsman, Pengyanan, Quiddity, Reality check, RxS, SMcCandlish, Scarecroe, SchreiberBike, Stefanomione, The Hindenberg, The Transhumanist, Washington irving, Wavelength, Welsh, WhiteWriter, Xario, Zh, ፕ, 32 anonymous edits

Public relations *Source*: http://en.wikipedia.org/w/index.php?oldid=578175105 *Contributors*: 069952497a, 1snailbyte, 2A02:2F01:1059:F003:0:0:BC19:A01F, 64.12.102.xxx, 83d40m, A. B., A930913, ACDJ, AI, AJD, AK456, Aadler1204, Aaron Brenneman, Adam Carr, Addshore, Aecis, Ajk91, Akstorm, Alansohn, Alcmaeonid, Aleach2, Alexandrov, Alexius08, AllanJenkins, Allens, Allthingstoallpeople, Alnokta, Altzinn, AlysonDutch, Anaxial, Anderson1515, Andres, Andrew c, Andrewaskew, Andrewgraham.nyc, Ankit1 nagpal, Anna Lincoln, Antiqueight, Anythingyouwant, ArCgon, Archmarch, ArglebargleIV, Ary29, Ask4plastic, AspectusPR, Astuishin, Avaiki, AvayaLive, Azuris, BWDuncan, Baa, Bancroft595, Banwala, Barrylb, Barryob, Barticus88, Bass fishing physicist, Batesdon1, Bboymonkeyking, Beetstra, Beland, Bellerophon5685, Beve, Bgwhite, Bhuston, Big Brother 1984, Bill Smoot, Binaemanvel, Binksternet, Bjenks, Bluemask, Bluestripe, Bncheto, Bobo192, Bodnotbod, BokicaK, Bonadea, Bourgenci, Bradv, Branclem, Brandincasia, Brat32, Brownanddutch, Brunoamaral, Bryan Derksen, BunnyColvin, Burt57, Butko, Bwark, CWY2190, Cabbagepatchkid, Can't sleep, clown will eat me, CanisRufus, Cantaloupe2, Canuckle, Carmen Smith Jones, Catherine Arr, CeeGee, Ceradon, CesarB, Chicago2011, Chris the speller, Chrishmt0423, Chrism, Chrispracy, ChyranandChloe, Cision US, Ckatz, Clarinetplayer, Cloud21pr, Cmalin, CoJaBo, Coder Dan, Common Man, CommonsDelinker, Compfreak7, Compphenom, Conversion script, Corepr, CorporateM, Courcelles, Craigy144, Crayon101, Crazycomputers, Creakylol, Crohnie, Curtis Clark, D6, DASonnenfeld, DESiegel, Dablaze, Daf, Dakota Detective, Dancter, Dareiff, Daveswagon, Daveydaveydave, David Shankbone, David44357, Davidcannon, Dcherrin, DeadEyeArrow, Deconstructhis, Defender of torch, Deli nk, Dharvey, Disavian, Discospinster, Dlyons493, Dmoss, DocWatson42, Dogru144, Dphillips4363, DrIdiot, Dralwik, Drinkanotherday, Dtrogef, Dusti, Eagle4000, Eagleal, Eastlaw, Ebalogh, Ecoleetage, Ed Poor, Edward, Edward321, Ehheh, El C, Eliz81, Eloquence, Emere b, Emilybuyaki, Encilee, Enigmaman, Enred, Enviroboy, Environmental Relations, Epbr123, Ephricon, Equazcion, Err0neous, Espoo, Everyking, Evil saltine, Evpope, Exemplar sententia, Explicit, Exposedmemories, Fairsing, Falcon8765, Fareeha007, Favonian, Fayenatic london, Ferkelparade, Fireswordfight, FisherQueen, Flowanda, Flowerparty, Flyte35, Folajimi, Foxj, Frans Fowler, Fred Bauder, FrenchIsAwesome, Frikkdog, Fritfly, Fæ, GREENCREST, Gareth Griffith-Jones, Garion96, Gazpacho, Gdm, Gforce69, Ghostnotediana, Ghuzee, Gilliam, Ginarubel, Ginsengbomb, Gioto, Glane23, Gnowor, GoingBatty, Gonzonoir, Grace E. Dougle, GraemeL, Graham87, GreenReaper, Greg Miller, Gregbard, Grick, Ground Zero, Grumpyyoungman01, Guanaco, Guppyfinsoup, Gökhan, Ha us 70, Hajenso, Hajor, Hansann, Headbomb, HeatherMKCampbell, Hede2000, Heds, Himmick, Hobbithob, HoofPR, Hopcaen, Hu12, Hyperbrand, Hypocrisypedia, IRP, Ibrain, Ikemcf, Ikiwaidem, Ilena, ImGz, Imveracious, Infopediagirl, Infostar10, Introtoprclass1, Inverse.chi, Iridescent, Island Monkey, Israelbeach, J.delanoy, JFreeman, JHMM13, JRR Trollkien, JYi, Jalapeanodeano, Jameswdcrawford, January, Jay-W, Jaydeepray1988, Jbrianrose, Jchuterwiki, JeanneLPD, Jeff3000, Jeffrey Scott Maxwell, Jenmitch, Jerzy, JetLover, Jidanni, Jim1138, Jimbaar, Jizzbug, Jj137, Jmarcum, Jnorton7558, JoeSmack, JoelXX, Jogers, Johann Wolfgang, John Berard, John Vandenberg, Johnlumgair, Joie de Vivre, Jokestress, Jorfer, JorgeGG, Jorray, Joseph W. Reriani, Josh Parris, Joshuavr, Jpers36, Jpgordon, JuJube, Judae1, Justinsiefert, Katimawan2005, Kchishol1970, KellJones, Keonaprude, Kesharajcox, KieferSkunk, Kingturtle, Kjetilbjornsrud, Kjkolb, Klemen Kocjancic, Klilidiplomus, Kogmaw, Kranton54, Kresensha, KristinGallucci, Kuru, Kwamikagami, L Kensington, LOL, Lacihobo, Laowai.blogger, LastChanceToBe, LauraHale, Leonard Falke, Levineps, Liface, Lightmouse, LilHelpa, Linguaua, Lisabastian, Lludovic, Loaww, Local Calls, Londomollari42, Loodog, Lotje, Luggerhead, Luna Santin, MECU, MER-C, MK8, MSB, MaddCheddar, Magnus Manske, Magnus.de, Magus619, Mais oui!, Mani1, Manscher, MarkSutton, Markpackuk, Martin Jensen, Materialscientist, Mattgirling, Maurreen, Maxjammett, Mbell, Mcmvanbree, Megan1967, Meisele, MelbourneStar, Michael Hardy, Michael.goldshmidt, Michellehinson, MikeStuff, MilborneOne, Mineralsab, MizrahiPrince, Mjbunce21, Mojo Hand, Mokelembebe, Monkeyman, Moriori, Mosca, Mouafac, Mpshaw, MrOllie, Mrjohncummings, Musicbone, Mydogategodshat, NHRHS2010, NYScholar, Nabla, Nad, Neonbrown, Nepenthes, Neurotoxic, Nick Levinson, Nie-bert, Nleighto, No Guru, No-Bullet, Noe, Nonsolumsedetiam, Noodleki, Nrcjersey, O. bey, Ocaasi, Ogayellow, Ohconfucius, Oicumayberight, Oleg Alexandrov, Oop, Orians, Orioane, PR striver, PRDR123, PRIAInfoOfficer, Pag, Pakaran, Paul D Seaman, Pavel Vozenilek, Pdcook, Penbat, PeterEastern, Phida, Philip Trueman, Philipda, Photographworks, Pinethicket, Pisomojado, Pmbcomm, Poccil, Poluphemos, Prmania, Professionaleducator, Proger, Prwebmaster, Pseudosound, Psychonaut, PurpleKiwi, Queerudite, R'n'B, RCPassault, RFBailey, RHaworth, RMC1989, Rachael.PR, Rafiqsv, Ragesoss, Rajabasu, Ras, Rasool Sarang, Raul654, Raymondlafourchette, Rblandings, Rd232, Readallaboutit, Recury, Researcher67, RevRagnarok, Rgdboer, RicardoJ1972, Rich Farmbrough, Ricky81682, Rifleman 82, Rjwilmsi, Rklawton, Rlitwin, Roadrunner, Robbertf, Robert Skyhawk, RockMFR, Rogério Bunito, Ronz, Rosskarchner, Rover999, Rperigo, Rrhodes24, Rspritchard, Rsrikanth05, Rushbugled13, Rvarshneya, Rwalker, RyanGib, Rzelnik, S Gladkova, S.s.kulkarni9090, SMAir2009, Saamihung, Sannse, Satellizer, Seaphoto, Secretlondon, Seejaysingh, Serein (renamed because of SUL), Serenity id, Sevensalmon, Shadowjams, Sharondotson, Sheila1760, Sheldon Rampton, Shi Hou, Siddhant, Sietse Snel, Signalhead, Simon G Best, SimonP, Since1969, SiobhanHansa, Sjakkalle, Slon02, Smartse, Smbrown123, SnakeChess5, SnowFire, Snowolf, Solomonrothman, SpaceHeater2187, Srvanhook, Ssr, Stacionari, Star767, StaticVision, Steadydoesit, Steele, Stefanomione, Step1image, StevenLLL122, Stevertigo, Stolbard, Stormie, Stuartewen, Studerby, Suffusion of Yellow, SummerWithMorons, Sun2009, Sweet xx, THF, TORR, TanishaElleBrown, Tapir Terrific, Taylor2 m, Tbarat, Tchoutoye, Tcncv, Techpeople5, Ted87, TexasTiger87, Thanjai, The JPS, Thekohser, Theroadislong, Thingg, Thiseye, Tide rolls, Tim Pritlove, Timdyson, Timrem, Tinton5, Titansolaris, Titodutta, Tjelenko, ToddFincannon, Tolly4bolly, Tom-, TomBarat, Tomcat66 g500, Tomwsulcer, TotientDragooned, Touch Of Light, Toussaint, Tradingcalc, Traxs7, Truthbody, Tyheyn, Ukmods, UlliD, Ultraviolet scissor flame, Untpr4lambiase, Urban witch, UrbanZebra, Uttrillom17, VMS Mosaic, Valesca001, Valley2city, Veinor, Verne Equinox, Versus22, Victoriagirl, Virbonusdicendiperitus, Viriditas, Vivian bright, Voceditenore, Vrenator, Wackymacs, Walden, Washington irving, WazzaMan, West.andrew.g, Whiskey in the Jar, Whitfield Larrabee, Wic2020, Widr, Wiki-vr, WikiDan61, Wikidudeman, Wikieditor06, Wikievil666, Wikiloop, Wikiz876, Willking1979, WillyFourEyes, Wimt, Windharp, Woohookitty, Writeread82, Wurdjunky, XXBoBXx96, Xiong Chiamiov, Yidisheryid, Yingfan, Yjngoi123, Z.E.R.O., Zellin, ZephyrAnycon, Zephyrus67, Zfr, Zip123, Zip3, Zzuuzz, 1338 anonymous edits

Discipline (academia) *Source*: http://en.wikipedia.org/w/index.php?oldid=579137777 *Contributors*: Aeusoes1, Alex makeyev, Alieseraj, Bhny, BirgerH, Brad7777, Brellachild, Chenxlee, Chesterlml, ChrisGualtieri, Claus Emmeche, CsDix, Deor, Fromheaven2, Gamewizard71, Hillbillyholiday, JECompton, Jarble, Jcs2006, Mayumashu, Mild Bill Hiccup, Mogism, Osubuckeyeguy, Perturbius, Spohrer, Star767, Stefan Kruithof, StevenHickson, Swainsons.thrush, TeamBrilliance, The Anome, Thebestofall007, Webclient101, Woohookitty, 35 anonymous edits

Communication *Source*: http://en.wikipedia.org/w/index.php?oldid=578921474 *Contributors*: .snoopy., 0612, 16@r, 2001:558:6045:A0:391F:B005:179D:8DD9, 5 albert square, 7, AJR, ALargeElk, AVlonely, Aalucas, Abductive, Ace001TheBoss999, Achillesheart, AdamRetchless, Adambro, Adamk, Adasi, Addshore, AdjustShift, Aesopos, Ahmek001, Ahoerstemeier, Aitias, Akanemoto, Alan Liefting, Alansohn, Albeiror24, Aleksd, Alexina, AlexiusHoratius, Alfio, AllanManangan, Allanhgilbertson, Allens, Alodyne, Alpha Quadrant (alt), Altaïr, Altenmann, Altraul, Amanda Renee, Ameher, Amirsmile, Amitkhullar, Ammarkhan05693, AnandaDaldal, Ancheta Wis, Anclation, AndersFeder, Andre Engels, Andres, Andrew Levine, Andrewlau1022, AndriuZ, Andy Dingley, Andycjp, Andyjsmith, Aneeshnj, Anetode, Angelakanksha, Angusmclellan, Ania Lian, Animum, Anittisathiaraj, Anna Frodesiak, Anna Lincoln, Anne1024, Anon The Nitpicker, Anonymous Dissident, Antandrus, Antara singhania, Antique Rose, Antiqueight, Anu.gnath, Ap, Aqwis, Arctic Kangaroo, ArdWar, ArielForeman, Arpitmaurya, Arsmanimegalai, Arthena, Arun0070, Arunsingh16, AsceticRose, Ashokrajaballa, Asikhi, Athalia, Atif.t2, Auntof6, Autie 808, Autonova, Avatto123, Avenged Eightfold, Avwezel, Awanishbvi, Ayudante, BD2412, Babochka18, BabyGirlCourtney, Bachelorcourse, Bachrach44, Balivernes, Batesmas214, BauerPower, Beland, Bells2012, Bensaccount, BigFatBuddha, Black Kite, Blethering Scot, Bluemask, Bmbenson2, Bobblehead, Bobnorwal, Bobo192, Boivie, BokicaK, Bongwarrior, Bookgrrl, Bookofjude, Boolsyet, Borisgloger, Bradka, Braincricket, Brainresearch, Brandon5485, Brianga, Brianjd, Brolsma, Brown tabel, Bryantnorland, Bsadowski1, Burkhard, Butterscotch, Bwhack, Byelf2007, C63205, C7796E2C, CZmarlin, Cactus.man, Calabe1992, Calint, Calvin 1998, Camw, Can't sleep, clown will eat me, CanisRufus, CapitalR, Capitalismojo, Capricorn42, Carl.bunderson, Carlosguitar, Carlossuarez46, Cat1project, CatherineMunro, Cbaxter1, Cbogart2, Ccnc, Cdamama, Ceecee1212, Cessator, Cgingold, Cgtdk, Champvirgomartin, Change67, Chapium, Charanhere, Charismatic Verma, Chasingsol, Ched, Cherubinirules, Chichui, Children.of.the.Kron, Chinese language is the bubonic plague, Chochopk, Chowbok, ChrisGualtieri, Chrissuba2013, Christopher Parham, Christopherlin, Chsf, Chuthuy20262, Chuunen Baka, Chy1991, Ciaccona, Cinomancaca, Citicat, Civiello m, Closedmouth, CloveWiki, Cnilep, Cntras, Coast123, Cobaltcigs, Cometstyles, Comm&emotion, CommonsDelinker, Conversion script, Courcelles, Cowman109, Cpl Syx, Cquan, Crimanats3, Csmithslca, D(r)ead End, D1doherty, DARTH SIDIOUS 2, DASonnenfeld, DJ Ecto, DVdm, Danielden, DavidLevinson, Dawn Bard, Dddege, DeadEyeArrow, Death2, DeepJR, DennisRivers, Deor, DerHexer, Designanddraft, Dethme0w, Devenpro, DeweyQ, Dhamal07, Dhodges, Dhp1080, Diannaa, Dicklyon, Discospinster, Dlohcierekim's sock, Dmkolobov, Doc glasgow, Doct.proloy, Doctorfluffy, Doidimais Brasil, Dominick, Don4of4, Donner60, Doriftu, Dougweller, Dr Oldekop, Dr sign, Drdac, Dude1818, Dude200116, DuncanHill, Dylan Lake, Dysepsion, E Wing, EEPROM Eagle, EJF, ESkog, EWignall, EagerToddler39, Ed Poor, EdBever, Edcolins, Edgarde, Edward321, El C, Emuzesto, Encilee, Enviroboy, EoGuy, Epbr123, Epolk, Erebus555, Eric-Wester, Erictj, Erkan Yilmaz, Erpert, Escaper7, EuroCarGT, Evanh2008, Everyguy, Ewlyahoocom, Exagon, Excirial, Extransit, EyeRmonkey, Ezhuttukari, Facilitation Author, Faizan, Fantastic fred, Feinoha, Fentonrobb, Feraudyh, Ferniewernie, Fieldday-sunday, Fingerz, Firien, Flewis, Forestn101, Fortdj33, Fox Wilson, Fraggle81, Fram, FrancoGG, Frankie0607, Freedomlinux, Freyr, Frogys4me, Fronz, Frood, Frosted14, Frédérick Lacasse, Fumitol, Funandtrvl, Funnyfarmofdoom, Funnymind, Fylbecatulous, Fæ, GHe, Gabbe, Gadfium, Gaia Octavia Agrippa, Galoubet, Gareth Griffith-Jones, GcSwRhIc, Gdarin, Gemena, Geoffr, George100, Ghewgill, Giematt, Giftlite, Gilliam, GingerGeek, Ginsuloft, Gjholt, Glenn, Gloomofdom, Gnowor, Gobler18, Gobonobo, Gogo Dodo, Goodmansasha, GorillaWarfare, Gorillazfeelgoodinc, Gowtamrajk, Gracenotes, Grafen, Graham87, GrandKokla, Greg hill, Gregbard, Griffinofwales, Guest0495, Guliolopez, Gurch, Gwernol, Hadal, Haham hanuka, Hairhorn, HalfShadow, Hallenrm, Hanasato, Hans Adler, Hanteng, HappyInGeneral, Hardyplants, Hayduke lives, Hazukisan, Hebisddave, Hellknowz, Henninb, Hiapale21, Hoof Hearted, Hu, Humdhan, HurriSbezu, Hydrogen Iodide, Hz.tiang, IRP, Ictlecturer, Idea101, Igoldste, Ikescs, Iksar babes, Im-tha-one, Imacdo, Imark 02, Intelligentsium, Invision2020, Inwind, Iokseng, Iopsycho, Iridescent, Irishdunn, IronGargoyle, Irrc irri, Ixfd64, J-Wiki, J.delanoy, JDPhD, JForget, JHunterJ, Ja 62, JaGa, Jacob F. Roecker, Jacqke, Jaimie Henry, JamesBWatson, Janke, Jarble, Jaredroberts, Jarhed, JasonPLK, JasonSWrench, Jasperspeicher, Jauerback, Javiergustav, Jd Tendril, Jebylicious, Jeff G., Jeffq, Jenny Wong, Jenova20, JetLover, JewerlyGirl18, Jeyda007, Jgatti09, Jiddisch, Jim1138, Jituparida, Jnsdfbjisdfbjsfdjnsfd, JoanneB, Joe fob, Joey1978, John Dalton, John.n-irl, John254, JohnI, Johnabolarin, Jomackiewicz, Jon186, JonBernstein, Jorfer, JorisvS, Jorray, Jose77, Josh Parris, Josve05a, Jovianeye, Jrtayloriv, JuliaBaxter51, Julian Mendez, Jusdafax, Justme89, Jwdietrich2, KGV, KGasso, KGun10, KTC, Kalivd, Kammit102, Karl Dickman, KarmGrigoryan, Katalaveno, Kaune, Kebell2, Keilana, KeithB, Kemrin, Kenny sh, Khalid Mahmood, Khaosworks, Khodeirmas229, KingAlanI, Kingpin13, Kku, Klacquement, Klilidiplomus, Kmalekian, Knoweco, Kogmaw, Kozuch, Krbibin, Kungfuadam, Kuru, Kusunose, Kvdveer, Kyle.Mullaney, L Kensington, LOL, Lateg, Lawrence Cohen, Lcarscad, Lee, Lemon-s, Lendorien, Leonariso, Letranova, Levineps, Lexor, Liam987, Liefjes, LilHelpa, LilyKitty, Lilythamzil, LindsayH, Linforest, Ling.Nut, Little guru, Lo2u, LogertGilby, Loren.wilton, Lova Falk, Lovely seungmi, Lquilter, Ltaylor20, Luckas Blade, Luna Santin, MER-C, MJ94, MacGyverMagic, MacMed, Macaddct1984, Madameoctopus, Magallon17, Mahen1201, Mallywazhere, Malyctenar, Mandarax, Mani1, Mankapr, Manuel Trujillo Berges, Marek69, Marjoleinkl, MartinRe, Martins.Dzelde, Master Jay, Materialscientist, Matilda, Matthewcgirling, Maurice Carbonaro, Maurreen, Mausy5043, Maximilian Schönherr, MaxwellBliss, Mayooresan, Mayumashu, Mc nikki b, McSly, Mdd, Mdebets, Meelar, Meewam, MelbourneStar, Mendaliv, Meno25, Mentifisto, Meske, Mgiganteus1, Michael Hardy, Michael Snow, Midnightcomm, Mike Rosoft, Mike2000, MikeLynch, Millahnna, MiniBill, Mintleaf, Mischievousmaddy, MistyMorn, Misza13, Mjb, Mjpieters, Moe Epsilon, Mohamedadeed, Monterey Bay, Mr Stephen, Mr.Z-man, MrBill3, MrOllie, Mrt3366, Mshuda, MuZemike, Mukkakukaku, Musical Linguist, Musicguy24, Mylaramkrishna, Mynameisnotpj, N.manoraj, NHRHS2010, NPrice, NaLalina, Nakon, Nancy, NawlinWiki, Nbarth, Nburden, NeoJustin, NewEnglandYankee, Nfslpu, Nick UA, Nifky?, Nivix, Nk, Nl74, Noctibus, Noel.Dietrich, Noommos, Nsaa, Nvpatentlawyer, Nywici, O.Koslowski, Obankston, Ocaasi, Oda Mari, Oicumayberight, OlEnglish, Old Moonraker, Oldekop, Oli Filth, Orange Suede Sofa, Orangemarlin, Ortmana, Ot, Otets, OverMyJob, Oxymoron83, P diggle, PL290, PM Poon, PSY7, Pablo2garcia, Pablothegreat85, Pap3rinik, Paralympiakos, ParisianBlade, Pass a Method, Patrick, Pdcook, Peacefulvalley, Penperson, Perry8331, Peter Ellis, Petiatil, Petreg, Phantomsteve, Pharaoh of the Wizards, Phi beta, Philip Trueman, Phillipedison1891, Piano non troppo, Pichpich, Pietdesomere, Piman, Pinethicket, Pingu.dbl96, Piotrus, Pkapitola, Pooryorick, Porqin, Possum, Postalprimesmock, Pravincumar pek, Prayerfortheworld, Prodego, PrometheusArisen, Pseudomonas, Puffin, Quaeler, Quangbao, Quuxplusone, Qwert, Qwyrxian, Qxz, R3m0t, RHaworth, RJaguar3, Rablanken, Racerx11, RadioFan, Raenico, Rafaleaz, RainbowOfLight, RandomP, Randyc, Ranjithsutari, Ranveig, Rathen69185, Ratman2000, Reaper Eternal, Red Winged Duck, Reedy, Regancy42, Reneeholle, Rettetast, RexNL, Rgathercoal, Rhobite, Rholton, Riana, Rich Farmbrough, Richardpitt, RickK, Rjwilmsi, Rlanigan, Rlholden, Rmcnabb91, Rnagar4, Robofish, Rocketrod1960, RockinRob, RogerBryenton, Rojomoke, Rokaszil, Ronhjones, Ronkays, Roscelese, Rose455, Rpf 81, Rrburke, Rror, Rsrikanth05, Rtybgh, Ruakh, Runa27, Ruud Koot, Ryulong, S, S.K., S19991002, SD93981, SMcCandlish, SQGibbon, ST47, SWAdair, Saalstin, Saehry, Salsa Shark, Sam Hocevar, Sam Korn, Samafito, Samira19, Samsara, Samwise1, Sanghera2685281, Sarasapo, Sasha Callahan, Satellizer, Satori Son, Sbowers3, SchfiftyThree, Schmiggidy, Scientizzle, Sciurinæ, ScottSteiner, Seaphoto, Securiger, Senator Palpatine, Sereiakata, Several Pending, Shaddack, Shadowjams, ShakeeraDMyers, Shanes, ShelfSkewed, Shell Kinney, Shenme, ShilpaSV, Shoefly, Shoeofdeath, Siggis, Sigma 7, Sillybillypiggy, Silverxxx, Simon321, SimonP, Sionus, Sivakumar.sachin, Sjakkalle, Skamecrazy123, Sketchmoose, Skishoo2, Skittleys, Skizzik, Sky Attacker, SkyWalker, Slakr, Slazenger, Slice637636, Slokunshialgo, Smack, Smalljim, Smartse, Snigbrook, Snow Blizzard, Some jerk on the Internet, Sonal6578, Sonia, Spamerman, Spellmaster, Spiderwriter, Spiel496, Splash, SpookyMulder, SqueakBox, Srikeit, Srleffler, Steele, Stephen Gilbert, Steve-o, Stevenwmccrary58, Stickee, Stj6, Stomasz71, Sundeep k lal, Svgalbertian, Svick, Swpb, SymlynX, T3knomanser, TANWIR HASSAN, Tabletop, Tami Allen, Tanglewood4, Taniquab2014, Tanuruya Roy, Tanya.Christine, Tassedethe, Tbhotch, Tcaruso2, Tdjewell, Teerickson, Tellyaddict, Tempodivalse, Tensionjt, Tentinator, ThaddeusB, The Nut, The Thing That Should Not Be, The Transhumanist (AWB), The wub, TheSwami, Theboymusic, Thedosmann, Theodolite, Thescimitar, Thewayforward, Thine Antique Pen, Thrissel, Tide rolls, Tigershrike, Timir Saxa, Tintazul, Tkinkhorst, Tmorin, Tobias Bergemann, Tolly4bolly, Tomer T, Tommy2010, TonyTheTiger, Took, Tracy2642000, Train2104, Tree Biting Conspiracy, Treisijs, Tridibbhowmik, Triwbe, Trusilver, Turbokoala, Tydus Arandor, Tylerbesh, UNIT A4B1, Ugog Nizdast, Uncle Milty, Unionhawk, Unmerklich, Usereed, Utcursch, Valeva, Vanished user uih38riiw4hjlsd, Vanisheduser12345, Varuag doos, Vectevs, Vegaswikian, Velella, Venkaat, Vera Cruz, Versageek, Versus22, Vhiggs1, Vinay Varma, Violetriga, Viskonsas, Vivio Testarossa, Voceditenore, Voxii, Vrenator, Vsmith, Vssun, WadeSimMiser, Waldir, Wallybblue, Warlordwolf, Warp9wb, Wavelength, Wazofski, Webclient101, Webknguyen, Wereon, Westendgirl, Wgpers, WhisperToMe, Widr, WikHead, Wiki13, WikiLaurent, Wikiklrsc, Wikipelli, William Avery, Willtron, Wingroad2, Wisco, Wknight94, Wombatcat, Wtimrock, Ww, XDouglas, Xanchester, Xantharius, Xionbox, Xsamanthaxwoodsx, Yankeesfan1234, Yash k bhatt, YellowMonkey, Yerpo, Yintan, Ynaztiw, Yrrah, Yuhter, Yupi666, Zachlipton, Zachzab, Zagalejo, Zalunardo8, Zarex, ZeroOne, Zfr, Zigger, Zoz, Zro, Érico Júnior Wouters, Санта Клаус, 2368 ,מבעת-זרם anonymous edits

Marketing *Source*: http://en.wikipedia.org/w/index.php?oldid=578393905 *Contributors*: 032gavmal, 12john21, 16@r, 1B6, 1exec1, 2602:304:CD4B:E129:223:12FF:FE1F:A86A, 28421u2232nfenfcenc, 5 albert square, 6AND5, 7luigi7, A purple wikiuser, A. B., A. Parrot, A3RO, A53collins, A8UDI, ACDJ, AHAHA123, AJD, ANKAEH319, AXRL, Aabelaros, Aapo Laitinen, Abhigo86, Abhinav201, Abrech, Abritek, Academic Challenger, Accounting4Taste, Acewolf359, Achowat, Ackees, Acpeacoc, Aditisingh2707, Adityasimc, AdjustShift, Adnandx, Adrianfleming, AeonicOmega, Aervanath, Aeternus, AgainErick, Agorman1901, Agricmarketing, Ahoerstemeier, Ahowlingmoon, Ais.bul, Aitias, AkWikiUser, Akol, Akstorm, Alan Au, Alansohn, AlefZet, Alex T., Alex.g, Alex.muller, Alex43223, AlexandrDmitri, Alexf, Allens, Allstarecho, Alsandro, Altenmann, AmOneMoney, Amatulic, Amberine, AmoebaMan, Andonic, Andres, AndrewHowse, AndrewTLM, Andrewaskew, Andrewman327, Andreworkney, Andrewpmk, Andrewspencer, AndriuZ, Android Mouse, Andycjp, Angela, Anita Burr, Anna Lincoln, AnnalisaShanghai, Antandrus, Antoncampos, Antonio Lopez, Anup1965, Aparcher, Apparition11, Aquatics, Ardavanv, Arevoltadejoaomaria2, ArglebargleIV, Arnerog2000, Artemis10000, Arthena, Asboog, Ascobb, Aspireinernational, Atifk, Avernet, Avocado kebab, Avoided, Azwhole, B1atv, Bangersandmash, Bans ustress, Baraka bls, Barek, Bart133, Basawala, Batmunkh, Bcecka, Bdmstory, Bearian, Beetstra, Bemoeial, Benauld345, Betelgeuse, Bhny, Biguangying, Bijupillai, Bill.albing, Binary TSO, Bipu ss, Birigogos, BitwiseMan, Bkonrad, Bksikdar, Blainster, Blanknote09, BlazerKnight, Blue520, Blueronin, Bobo192, Bobtrothphd, Bogdangiusca, Bogey97, Bonadea, Bongwarrior, BorgQueen, Borgx, Bovlb, Bradhenry, Bradley Holt, Brandalone, Breaker-One, Brian Norris, Budapestkave, Bullzeye, BusinessAssyst, BusinessVoice, Busy Stubber, Bwfoster, Byronsharp, CIreland, Cabanaman, Cacycle, CadillacDB23, CallamRodya, Caltas, Cameron Dewe, Can't sleep, clown will eat me, Cansem, CapitalR, Capricorn42, Careless hx, CarlFink, Carleemarnai, Carnildo, Carrie77, Cassman, Catch153, Catgut, Cdc, Cengelaer, Centrx, Chanakal, Changchih228, ChannelsGuy, Chanterele, Chapultepec, Charles KnNell, Charlesrwright, Charliedeloux, Chhatrasal007, ChildofMidnight, Chirag, Chiragiscotha, Chiranjay, Chistiana George, Chocolateboy, Chris 73, Chris G, Chris Ulbrich, Chris the speller, Chrispreece2007, Chuq, Cjradio07, Ck lostsword, Ckatz, ClaytonCL, Clementina, Click23, CliffC, Closedmouth, CloudNine, Cloudtracer, Cmdrjameson, Coasterlover1994, Coffee, Coju, Colonies Chris, Coltera, Cometstyles, CommodiCast, ConMan, Conorobradaigh, Conti, Coold00d, Correogsk, Corydobbs, Coutcin, CowHoe, Cpl Syx, Cquan, Crazymonkey1123, Crocodile Punter, Cronium, Cryout, CryptoDerk, Cst17, Cumulus (usurped), CyclePat, Cyfal, Cyrus Grisham, Czmilner, Czmtzc, DARTH SIDIOUS 2, DDerby, DJ Clayworth, DMG413, DaGizza, Dabramsdt, Daf, Daimalu, Damicatz, Dana Mason, Dancefreak76, Danlev, Danno uk, Darkfrog24, DaveDuarte, Davemcarlson, Daveswagon, David Breth & Associates, David Massumi, David Scorpio, DavidMarciano, DavidMatthews44, Davidtruog, Davy wood, Dawnseeker2000, Dballantyne, Dcesarini, Dcflyer, Dcheagle, Dcizk, Dean 785, DecklessChirag, Defekt7x, Dekisugi, Deli nk, Delicious carbuncle, Delldot, Delonline, Delpino, Denisarona, Denisutku, Dennywuh, DerHexer, Desiblah, Deutschgirl, Dev.budhiraja, Devil munna, Dezignr, Dian0111, Diannaa, Digimon14, Dilipcupstop, Dinosaurdarrell, Discospinster, Disneyfreak96, Dividing, DocWatson42, Donshapiro, Dorimedont, Douglaseberger, Dougofborg, Dougweller, Dq335514, DragonflySixtyseven, Dreadstar, Dreftymac, Drmaximus1000, Drucker1900, Dtodd, Durkalurks, Dylan620, E. Ripley, EMRhodes, ERJANIK, ERcheck, Earlkohn, Eclectrique, Edconcarni, Editor br, Editormax3, Edward, Edward321, Egyptianholiday, Ek elwing, El C, Elassint, Eliza funk, EllenDMP, Elmakafa, Elwood64151, Emailgec, Encephalon, Epbr123, EsheleD, Euryalus, Eva kreienkamp, Everyking, Excirial, Extransit, FX-6, Fairsing, Falcon8765, Fastfwdx2, FatalError, Favonian, Fbooth, Feahl08, Feco, Feeps490, Feezo, FelineAvenger, Finlay McWalter, FlavrSavr, Flewis, Floquenbeam, Flowerparty, Fluffernutter, FlyingToaster, Fnfd, Fourmiz59, Fourohfour, Fraggle81, Fram, Franciscrot, Franco3450, Francs2000, Frankie0607, Freckles.10.6.2005, Fredrik, Frehley, FreplySpang, Frood, Frosty312, Futureobservatory, Fvw, Ganesh J. Acharya, Gary D, Garyruskin, Gen6k, Gene Lieb, Geni, Germain.Char, Ggurumohan, Ghormax, Gilliam, Gimmetrow, Giorgio-1970, Glenn, Glenn Koenig, Glisenti, Gogo Dodo, Gp93, Graeme Bartlett, GraemeL, Grandtheftauto59, Gravecat, GreatMarketingIdeas, Gregh, GregorAnton, GregorB, Greudin, Grochim, Grunt, Gscshoyru, Gunsmith, Guoguo12, Gurch, GuyRo, Gwen-chan, Gwernol, Gyokomura, Gökhan, H Bruthzoo, H ackerman005, HR DORA, Haakon, Hadal, Halez4, Hamiltro, Hanochrahimi, Hayne, HelenGold, Hezink8, High Elf, Hiyaoooo, Hmwith, Hoanglongcitd, Hobartimus, Hollih, Hollyhelman, Horoshi1820, Hossrad, Hosuyuen, Hotlorp, Hramwiki, Huntthetroll, Husond, Hut 8.5, Hypatia18, I dream of horses, Iamdalto, Icseaturtles, Ihcoyc, Ike9898, Ikonoblast, IncognitoErgoSum, Infoapex, Intelligentsock, Inwind, Ipurse, Iris lorain, Irjesusbiatch, Isabelking, Ixfd64, J Di, J. Nguyen, J.delanoy, JAlexoid, JForget, JHMM13, JMUStrandce, JNW, JaGa, Jaf5423, Jag100, Jake Wartenberg, Jamesontai, Jardinessardine, JarlaxleArtemis, Jason Leach, Jasviru, Jazzeur, Jbuddle, Jcbrd, Jclmn, Jeff G., Jeffnaz, Jehochman, JerLlo, JeremyA, Jersey Devil, Jessie 13, Jgfl1, Jim Sterne, JimSym, Jimmieocarroll, Jinxed, Jlao04, Joebloggs1234567, John Pretty 1, John Quiggin, John Reaves, JohnGriffinLatimer, JohnOwens, JohnWilliams, Johncalhoun21, Johnjohn100, Jojit fb, Jon Shl, JonPoley, Jonas August, Jonathanyou96, Jonik, Jonkerz, Joost de bruijn, Joshua, Joveblue, Jowe84, Jschnur, Jshulkin, Juggernaut316, Juliantrueflynn, Jusdafax, Just James, Justinfr, Jvdwalt, Jychao, Kaabi, Kablammo, Kameir, Kangaroopower, Kangphil, Kanonkas, Karenmharvey, Karto, Katalaveno, Katij13, Kazrak, Kbh3rd, Kcnonfiction, Keilana, Kenneth M Burke, Khalid hassani, Kimbayne, Kingpin13, Klemen Kocjancic, Koavf, Krawi, Krith23, Kruchka, Kuru, Kuyabribri, Kuzaar, Kuzmo, Kylie perry, Kyriakos, L Kensington, L'Aquatique, LV80, LaMenta3, Lacyray38, Lafiedler, Lambertb, Lawrel.Winners, LazyFox, Lcb30075, Learningtousewiki, Ledbenq, Leedeth, Lehi53, Leigh Cowan, Leliro19, Lenor hesky, Leopoldogomez, LeroyWilkins, Leszek Jańczuk, Leuko, Levineps, Liam987, LibraryListings, Lights, Lily700, Lisovaccaro, Listmeister, LittleDan, LittleOldMe, Livitup, LizardJr8, LogX, Lollerskates, Longhair, Lordmac, Loren.wilton, Louern, Lourdes0717, Lsudderth, Lu Wunsch-Rolshoven, Luckyz, Lucyin, Lugia2453, LuigiManiac, Lumos3, Luv potion, M3taphysical, MER-C, MZMcBride, MacMed, Macadon, MadAboutMarketing, Madhero88, Maksdo, Mallika nawal, MalwareSmarts, Mancunius, Mandelman, Maneuveringthought, Maniktushar, Mantality, Marcje, Marcos Baker, Mardus, Marek69, Mariokempes, Markerting consultant, Marketing professor, Marketing64, MarketingWizard, Marketingman1, Martialoops, Maruleth, Marybethmccabe, Masterpiece2000, Materialscientist, Mato, MattieTK, Maurreen, Mav, Maven111, Max Naylor, Maybethisnamewontgetblockedall thetime, Mboverload, McGeddon, McSly, Mdebets, Meaghan, Mean as custard, Mediathink, Meeples, MegHiHo, Mg0314b, Michael Hardy, Michael Snow, Michaelfavia, Michaelmoran, MidgleyDJ, Mifter, Mig21fishbed, Mike Rosoft, Mild Bill Hiccup, Million Moments, Mindmajick, Minghong, Mini-Geek, Mjwalshe, Mlease, Mobileready, Moenada, Mofo1534, Monkeyman, Monotonehell, MoogleEXE, Mooreseo, Morning Sunshine, Mosca, Mouse Nightshirt, Mr. Stradivarius, MrOllie, Msharaiha, Munazanjum, Myanw, Mycatharsis, Mydogategodshat, Mykej, Mythdon, N2e, N5iln, NPrice, Nabler, Nacres, Naga1988, Nakon, NarSakSasLee, Natewrite, NawlinWiki, Nburden, Needles27, NeilN, Neilbeach, Nemesis of Reason, NerdyScienceDude, Netsnipe, Neutrality, Nevbezz, NewEnglandYankee, Nicholas Drayer, Nick.ozan, NickBarrowman, Nifky?, NightFalcon90909, Niloobushweller, Niraj2402, Nivektrah, Nivelh, Nluciesmith, No Parking, NoAdditiff, Noctibus, Notapennymore, Nrcjersey, Nubin wiki, Nuttycoconut, Octahedron80, Odie5533, Ohnoitsjamie, Oicumayberight, Ojigiri, Oleg Alexandrov, Olly150, Omicronpersei8, Onorem, Operativem, Optakeover, Optimization, Orphan Wiki, Oscara, Osmaantahir, Osmium192, Otolemur crassicaudatus, OverlordQ, OwenX, Oxinabox, Oxymoron83, Paddles, Pajz, Pandaplodder, Pankaj.multimedia, PapaWhitman, PaterMcFly, Patrick, PatrickFlaherty, Paul Magnussen, Paul1000, Paulinho28, Pavel Vozenilek, Pedapod, Pedro, Perksplus, Peschomd, Peter Lawless, PeterSymonds, Petrius, Pezzzer, Pfosh, Phaedriel, Phantomsteve, PhilKnight, Philip Trueman, Philippe31, Piano non troppo, Pinethicket, Pixelface, Plinkit, Pm master, Pmauchard, Pnautilus, Poccil, Pogogunner, Polyamorph, Poor Yorick, Populus, PortfolioExp, Portgame, Preetam purbia, Presario3000, ProcureNET, Prodman121, PromotionalCurrency, Ptdecker, Pulkit bajaj, Quadell, Qwerty Binary, Qxz, RUL3R, RadRafe, RadioFan, RainbowOfLight, Rajeevranjanonline, Ramu50, Random contributor, RandomAct, Rasmus Faber, Raza.pk.1989, Realkyhick, Redvers, Reedy, Rege, RenamedUser01302013, Resoru, Retinarow, Rettetast, ReviewDude, RexNL, Rfzaman, Riana, Rich Farmbrough, Richard D. LeCour, Richard0612, RichardF, Rick Block, Rintrah, Rjcain, Rjette, Rjwilmsi, Rkaminsky, Rlholden, Rlsheehan, Rms1524, Robertson-Glasgow, Robo Cop, RoboAction, Robowurmz, Rogerthat, Rohan Jayasekera, Ron prince51, Ronz, Rotem Dan, Rrburke, Rrc2soft, Runewiki777, Rwalker, Ryan Postlethwaite, S3000, S72013, SFK2, SJP, SMC, SNowwis, SWAdair, Sachintellusys, Saga City, SagarLakhani, Sakaa, Sam mishra, Sammie hou, Samoo999, Sandman888, Sanjeev.rbs.edu, Sanjitsengupta, Sanwar, Sarper, Sceptre, SchfiftyThree, Schlinkdizzle, SchreiberBike, SchubertCommunications, Sciurinæ, Scjessey, Scorpion agency, Sdbmaranello, Sdornan, Sdudah, Se91an, Semitransgenic, Sengkang, Sephiroth BCR, Serein (renamed because of SUL), Sesu Prime, SevDrape, Shadowjams, Shally87, Shanes, Shengii, Shirarae, Sidewalkbranding, Silkybongodrum, Silverxxx, SimonP, SineSoftware, SiobhanHansa, SirTwitch, Skeezix1000, Skew-t, Skizzik, Skunkboy74, SkydiveMike, Slakr, Slaphappy, SmallBusinessSEO, Smalljim, Smashville, Smucoxweb, Snacks, Snezzy, Snghmiranda, SnowdudeCASNJ, Snowolf, So-eZ, SoLando, SoLxStephen, Softbiz, Solarra, Solipsist, Somedoodfromtheqoob, Soosed, Sopher99, Soyweiser, Sp, Sp3, SpaceFlight89, Speedboyz30, Spellcast, Spencerk, Spinacia, Spitfire, Springnuts, Srleffler, Startist777, Status, SteinbDJ, Stellis, Stephanspencer, Stephchristie, Stephen C. Carlson, Stephenb, Stephenbez, Stephenginns, Steve simple, Steven Zhang, Stevertigo, Stk006, Stormscape, Strongsauce, Studio1st, Studiobanks, Stui, Sturm55, Sunsfan1797, Super-Magician, SuperLuigi31, Suruena, Susan118, Svenceone, Svetovid, T2 studios, T5741, TAMilo, TFoxton, THEN WHO WAS PHONE?, TKD, TYelliot, Tabrez, Tainted Sausage, Tamás Kádár, Tao of tyler, Tarret, TastyPoutine, Tawker, Tbhotch, Tbonejoo, Teamlolpoop, Tedder, Teejay17, Telenet, Tempodivalse, TenPoundHammer, Tenergyzjike, Tentinator, TerryForsey, Tetracube, Thatguyflint, The Anome, The Gaffer, The Nut, The Thing That Should Not Be, The Transhumanist (AWB), The undertow, TheGoofyGolfer, TheGrimReaper NS, Thekohser, Themfromspace, Themoose20, Therdrbog, Thingg, Think outside the box, Thiseye, Thom0711, Three-quarter-ten, Tide rolls, Tiffany.Remo, Tilla, Tiptoety, Titansolaris, Titodutta, Toby Desforges, Tom, Tommy2010, Tomwsulcer, Tony Fox, Topspeedracer, TravisAF, Traxs7, Tregoweth, Trelawnie, Trevor MacInnis, Tricky Victoria, Triona, Trivialist, Tschick11, Tslocum, Tucaz, TutterMouse, Twaz, TwerpySugar, TwinnedChimera, Tyrol5, Tyw7, Tzartzam, USMarketingGuy, Ukexpat, Uncle G, Uncle Milty, Unused0029, VI, VISHAL DESAI, VMS Mosaic, Van helsing, VanishedUserABC, Varitage, Veinor, Velella, Velen117, Versageek, Versus22, VerticalDrop, Viardot, Vikingstad, Violetriga, Vipinhari, Viridae, Vishnava, Vision Thing, Vodu, Vogue99, Vrenator, Vyceron, WOSlinker, Wackymacs, WadeSimMiser, Wafulz, Wahoona, Walkerpercy, Wardizzy2, WarthogDemon, Washburnmav, Wavelength, WeatherFug, WebRank, Websitewordpress, Weeliljimmy, Westendgirl, Wewe100, Wgardner, White Agent, Wik, Wiki Raja, Wiki World, Wiki alf, Wiki13, WikiLaurent, Wikiklrsc, Wikiman01, Wikiwind, William Avery, Williamsrus, Wine Guy, WinterSpw, Wireweb, Wkoleszar, Wmahan, Woohookitty, Workman, Woz2, Wuhwuzdat, X!, Xenacn, Xyzzyplugh, Yamamoto Ichiro, YasamanFp, Ydriuf, Yeajilike, Yhkhoo, Yidisheryid, Yintan, Yunshui, Ywimc, Zachlipton, Zackmfc, Zaid Ibrahim, Zdravko mk, Zhernovoi, Zidonuke, Zigo1232, Zip3, Zloyvolsheb, Zundark, Zvika, Zzuuzz, Érico Júnior Wouters, 3110 anonymous edits

Propaganda *Source*: http://en.wikipedia.org/w/index.php?oldid=579124300 *Contributors*: (, 00666, 01011000, 10metreh, 119, 12121212gghtghgfghhg, 15lsoucy, 15wilsbacherh, 1exec1, 213.20.48.xxx, 21655, 24.251.118.xxx, 66.153.24.xxx, 83d40m, 90, A ghost, A. Pseudonym, A.t.bruland, A4Tech, ACRCali, AI, ARMAGETRON KING, AZNCliff, AaronSw, Aaronjhill, Abby126, Abdu-NJITWILL, Academic Challenger, Accurizer, Acebulf, Acer, Active Banana, Adam Keller, Adam keller, Adashiel, Addshore, Adhib, Aeusoes1, Againme, Agather, Agustinaldo, Ahoerstemeier, Ahuskay, Airogrape, Aitias, Ajdz, Ajh16, Akamad, Akay2, Aknxy, Alan Liefting, AlanD, Alansohn, Alberuni, Alexandria, Alexf, Alexius08, AlexiusHoratius, Alexrexpvt, Algont, Alienus, AllGloryToTheHypnotoad, Allen3, Allenjambalaya, Allens, Allysaurus, AlmostFree, Altenmann, AmiDaniel, Anarchangel, Andonic, Andre Engels, Andreas Kaganov, Andrevan, Andrew Gray, Andrewa, Andrewaskew, Andrewpmk, Andrewrp, Andries, Android Mouse, Andy Marchbanks, Andy5, Andycjp, Andyjsmith, Angela, Angr, Animum, AnnaFrance, Annabelleigh, Anne McDermott, Anomie Schmidt, AnonMoos, Anonymous251, Antandrus, Anteaus, Anthony Appleyard, Antiuser, AntoineBonnin, Antonio Lopez, Apeloverage, Apostrophe, Arakunem, Arcadina, Arcandam, Aridd, ArnoLagrange, Arodb, Arthur Holland, Arxiloxos, AscendingIntellect, Asceria, Atrix20, Auric, Aurora30, Autumndes, Avenged Eightfold, Avsa, Axon, AyeSpy, Az1568, Azureon2, B Touch, BACbKA, BD2412, Babel2000, Backslash Forwardslash, Badnewswade, Baldhur, BandBHawks, Banime, Barek, Barticus88, Bass fishing physicist, Bastin, Bearian, Beetfarm Louie, Beetstra, Before My Ken, Beland, Ben-Zin, Bencherlite, Bender235, Bhuston, Biddy5637, Bigbooty9, Bill37212, Binksternet, Bkobres, Blahm, Blanchardb, Blarrrgy, Blechnic, Bletch, Blue Tie, BlueMobius, Bob Burkhardt, Bobblehead, Bobblewik, Bobo192, Bobrayner, Bolatbek, Bonalaw, Bongwarrior, Bonizo of Sutri, Booknotes, Borock, Bosniak, Boud, Boulaur, Branddobbe, Brenont, Brian Sayrs, Brian0918, Brianga, Bro(sv), BrokenSegue, Bronks, Brumbek, Burntsauce, Bushhopper, Buz lightning, Bwark, Bwm231163, Byelf2007, Bytwerk, C1010, C14ism, CWenger, Cacadores, Cactus Guru, Cactus.man, Caesar0, California Diver, Calmer Waters, Calmofthestorm, Calvin 1998, Camw, Can't sleep, clown will eat me, Canderson7, Capricorn42, Captain panda, Captain-n00dle, Carlon, Carnildo, Carrite, Cassowary, CasualObserver'48, Catgut, Ccacsmss, Cdc, Cdschuett, Cdw1952, CeceliaXIV, Ceyockey, Chabuk, Chaerani, Chairman S., Chamal N, Chickensia, Chirag, Chovin, Chowbok, Choy4311, Chris the speller, Chris01720, Chrislk02, Christinam, Chriswiki, Chromakode, Chronomaster K, Chuck Sirloin, Chuck Smith, Ckuzyk, Clarityfiend, Closedmouth, CloverBubbles13, Club ripstik, Clutch, Coby Logen, Codf1977, Codwiki, Codywade1234, Coldfloor, Colonies Chris, CommonsDelinker, Communicat, Computerjoe, ContiAWB, Conversion script, Coren, Corpx, Courcelles, Cpk1971, Cpl Syx, Cracker017, Craggyisland, Crazybacongirl, Cremepuff222, Cristofgreen, Crusadeonilliteracy, Csigabi, Cspurrier, Cst17, Curps, Cyan, CyberK, Cybercobra, Cyberpower678, Cyrius, D100a, DJ Clayworth, DO'Neil, DQScott95, DSpurs, DVdm, Damuna, DanMS, DancingPenguin, Dandin1, Danny234, Dantelara, Darkerinmyeyes, Darth Sidious, DarthSidious, Darwinek, DaveJ7, Daveswagon, Davewild, David Gerard, David.Monniaux, David91, DavidMarciano, DavidS888, Davidruben, Dbachmann, Dchall1, Deathtalon, Deconstructhis, Decora, Defyn, Delicious carbuncle, Delirium, Delta x, Demiurge11, DemosDemon, Denaje, Denelson83, Deor, DerHexer, Derek Ross, Desertview, Destynova, Detruncate, Deus Ex, Deuterium, DexDor, Dfrg.msc, Dgw, Dhodges, Dialectric, Diannaa, DigiBullet, DimaY2K, Dirk math, Discospinster, Djc8275, Dlaird1, Dlohcierekim, Dmfballer94, Dominator54, Donell101, Donner60, Dorftrottel, DoubleBlue, Dougweller, Doulos Christos, Doyley, Dpbsmith, DrKiernan, Dratman, Drbexl, Dreadstar, Drmattydj, Drmies, Drpropaganda, DryaUnda, Dsdukcy, Dspradau, Dthomsen8, Dylan Lake, Dysepsion, E Wing, E-Kartoffel, E0N, EEMIV, EJF, ESkog, EamonnPKeane, Edivorce, EdoDodo, Edokter, Edward321, Edwy, Eequor, Ekki01, Ekotkie, El C, ElKevbo, ElTyrant, Elassint, Elchupaya, Eleland, Eli P, Eloquence, Elvey, Emanon23, Emiao, Emre D., Encilee, Enemy Chopper is airborne, Enigmaman, Enviroboy, Enzo Aquarius, Epbr123, Epiphyllumlover, Epolk, Ericg, Erik, ErkinBatu, Esanchez7587, Estevoaei, Euchiasmus, EuroCarGT, Eurosong, Evercat, Everyking, Ewikdjmco, Excirial, Eyu100, FC Toronto, FF2010, Fairness And Accuracy For All, Fangz, Faradayplank, Fastily, FenderMag, Ferkelparade, Ferretsrule, FetchcommsAWB, Feydey, Fieldday-sunday, Fimbulvetr, Fireaxe888, Flix11, Floaterfluss, Flowerpotman, Flubbit, Fluffernutter, Flux.books, Foofy, Foreigner, Fourdee, Fraggle81, France3470, Francisco Valverde, Francs2000, Frank101, Freakofnurture, Fredg61, Freshacconci, FrickleSnitz, Fridayeyes, Frmpx, Frombo, Frosted14, Frotz, Funandtrvl, Funnybunny, Fusionmix, Fuzzie 360, Fys, Fæ, GABaker, GCarty, Gaius Cornelius, Galluer, Ganseki, Garthsj, Gawaxay, Gbirg, GenaRos, Geneb1955, Geniac, George100, Gerbrant, Gfoley4, Ghe, Giants27, Gilliam, Gobeshock Gobochondro Gyanotirtho, Gogo Dodo, GoingBatty, Gonzonoir, Good Olfactory, Gracehb, GraemeL, Graffitir, Graham87, Grandpafootsoldier, Grandy Grandy, Graymornings, Grdoty, Green Hill, Greenmint, GregAsche, Gregbard, Grenavitar, Greudin, GriffinSB, Griffinofwales, Grim23, Grizzly, GromXXVII, Ground Zero, Grubbycup, Grumpyyoungman01, Gul Dukat, Gurch, Gwernol, Hadal, Hall Monitors, Halloween jack, HandThatFeeds, HappyCamper, Harizotoh9, Harryboyles, Hasbara4U, Haza-w, Hdt83, Henry Flower, Henryalexis, Hephaestos, Heroman25, Heron, Hertz1888, Hestemand, Heyyyooo, HiDrNick, Higuy000, Hijiri88, HistoryBuffEr, Historyprof101, Historypundit, Hmains, Hodja Nasreddin, Hollybeatsjenny, HolocaustResearchProject, Hong12kong, Hornlitz, Hossein.ir, Hourick, House of Shin, Howicus, HumanNaturOriginal, Humanistical, Humus sapiens, Husond, Hydrogen Iodide, Hypnosadist, I already forgot, IDX, II MusLiM HyBRiD II, IanOfNorwich, Ichabod-Stark, Idabrich, Igoldste, Ihaveabutt, Ikip, Imlepid, Inferno, Lord of Penguins, Infocidal, Infrogmation, Ingolfson, Insomniak, Intershark, Intgr, IntrigueBlue, IntrotoPR1234, Iridescent, Irishguy, Is It Raining Underground?, IsaacJewenstein, Isomorphic, Italia2006, ItalianGreyhound, Itennu, Ixfd64, J. Y. Hwang, J.delanoy, J04n, JForget, JLMadrigal, JNW, Ja 62, Jaberwocky6669, Jacek Kendysz, Jackaranga, Jackfork, Jacquerie27, Jacqui M, Jadger, Jagged 85, Jambalaya, Jamesontai, January, Japheth the Warlock, Jarbon, Jarkeld, Jas Puff, Jason Palpatine, Jason Quinn, Jasper Deng, Jauhienij, Java13690, Java7837, Javirl, Jaxl, Jayjg, Jbmorgan4, Jcburchett, Jcw69, Jeffq, Jellyboots, Jenn xD, JeremyA, Jerry, Jerry Zhang, Jesanj, Jesster79, Jesus4real, JetLover, Jezze, Jfdwolff, Jharnett44, Jhellegers, Jiang, Jim Sweeney, Jim1138, Jimbaar, Jimbean23, Jiy, Jkl, Jkl sem, Jklol123, JoanneB, Jocosetad, Joelr31, Joeywallace9, Jogajo, John Stauber, John of Reading, John254, JohnDavidBurgess, JohnGabriel1, JohnOde, JohnWittle, Johnsmith747, Jon Ascton, Jonathunder, Jonkavis, Jorfer, Joshlmay, Journalist 007, Jpeob, Jrtayloriv, Jujutacular, Juliancolton, Juro2351, Just plain Bill, Justice and Arbitration, Jvhertum, JzG, KCyron, KPH2293, Kadzuwo, Kaihsu, Kakofonous, Kaliz, Kat16, Katharine908, KathrynLybarger, Kchishol1970, Keesiewonder, Kelapstick, Kendrick7, Kepiblanc, Kernsters, KevinRed, Kimon, Kindofbleu, Kineticman, King of Corsairs, Kingfish, Kinneyboy90, Kintetsubuffalo, Kirill Lokshin, Klhuillier, Knutux, Koavf, Kool12345, Korny O'Near, Kostja, Kotjze, KrakatoaKatie, Kralizec!, Krazychris81, KrishnaVindaloo, Kuru, Kwamikagami, Kzzl, L Kensington, La Pianista, LaNicoya, Lalala159951, Lambiam, Lamro, Lastcrab, Lawikitejana, Leafyplant, Lee Daniel Crocker, Leflyman, Left Words, LegitimateAndEvenCompelling, Leithp, Leladax, Levineps, Liberty Miller, Liftarn, Lightdarkness, Lightmouse, Lights of zenthor, LilHelpa, Lilmama1497, Lindsay658, Linuxbeak, Little Mountain 5, Liu Penn, Lockeownzj00, Loopy248, Lord Fluffy who rains fire from the heavens, Loren.wilton, Lorenzarius, Lotje, Lschulz, Lsofi, Ludificatio Calendarum Aprilium, Lunakeet, Lupin, Lycurgus, M00ngrk3, M0rphzone, MC10, MPerel, Madhero88, Mahlon, Mailer diablo, Majorly, Mallerd, Malo, Maltedmilkshake, MancuZ28, Marek69, MarineCorps, MarkSweep, Markhurd, Markodouglas1, Maroux, Martarius, MarthaA, Martin451, MartinHarper, MartinPoulter, Martinvl, Maryuen, Materialscientist, Mattisse, Mattman00000, Maurice Carbonaro, Mav, Maxis ftw, Mayooranathan, Mbc362, Mboverload, Mbstone, Mbz1, Medevila, Meelar, Meeples, Meiguoren, Meisam.fa, MeltBanana, Meno25, Mentifisto, Meowmaomao, Mernen, Mesopelagicity, Mhu046, Miami33139, Miborovsky, Michael Devore, Michael Hardy, Michael Snow, MichaelKoifir, Midnightcomm, Mikeo, Mikiapole3, Milton Stanley, Minasota von haippymeils, Minimac, Mintleaf, Mion, Misterzed, Misza13, Mixer, Mnpeter, MoRsE, Modemac, Moe Epsilon, Mogism, Mojo Hand, Monedula, Monkeyan, Monkeyman, Moonside, Mr. Billion, Mr. Stradivarius, Mr.Funktastic13, Mr.Z-man, Mrbeanoisgooda, Mrg3105, Mszajewski, MuZemike, Murderbike, Mustafaa, Myanw, Mydogategodshat, Mygerardromance, N3wt3stam3nt88, N8ster94, NMChico24, NSK Nikolaos S. Karastathis, Nabarro, Nae'blis, Nagy, Namcgloster, Naryathegreat, Nasa-verve, Nasnema, Nat Krause, NawlinWiki, Ndkl, Nefariousopus, Neilc, NeoNerd, Nepenthes, Nerdsauce, Neutrality, Neutrality Plumber, Neverquick, Niceguyedc, Nicetomeetyou, Nick C, Nick Number, Nick15, Nicklucy13, Nicksmi7h, Nicolas Eynaud, Nikodemos, Nikola Smolenski, Niteowlneils, Niteshift36, Nivix, Noctibus, Nogwa, Noharmdone, Noodleki, North911, Northamerica1000, NotFromPineView, Nsaa, NuclearWarfare, Nuggetboy, Nunquam Dormio, Nuttycoconut, Nuwewsco, Oashi, Obama9090, Oblivious, Observer 3rd, Oda Mari, Ohkyu59, OldEmpire, Oliverstwist11, Olivier, Olorin922, Omicronpersei8, OnBeyondZebrax, One, Only use me bow, Opabinia regalis, Orange Suede Sofa, Orphan Wiki, Oskilla, Osli73, Otashiro, Otolemur crassicaudatus, Outofthebox, Owlmonkey, Oxymoron83, Ozhiker, P30Carl, P3Pp3r, PR01933, Pachamum, Pakaran, Palefire, Panchurret, Panoptical, Paranomia, Parsecboy, Part Time Security, Pascal.Tesson, Patchouli, Patrick, Paul August, Paul Barlow, Paul from Michigan, Pavel Vozenilek, Pax85, Pax:Vobiscum, Pazsit Ulla, Pde, Penarestel, Penbat, Pengyanan, Perfectzmoon, Peripitus, Persian Poet Gal, Pewwer42, Pgk, Pgreenfinch, Phalanxpursos, Pharos, Philip Trueman, Philippe, Phoenix-wiki, Phuzion, Pi.C.Noizecehx, Piano non troppo, Piast93, Pikolas, Pilotguy, PinchasC, Pinethicket, Pinewold, Pir, Pittsburgh Poet, Player 03, Plek, Plrk, Pne, Pokipsy76, PoliticalWarfare4Ever, Pollinator, Poluphemos, Pooryorick, Popefauvexxiii, Postdlf, Prezbo, Project2501a, Propagandask8, Props99, ProtektYaNeck, PseudoSudo, Psyche825, Psywar, QuackGuru, Quadell, Quercusrobur, Quetzapretzel, Qurex, R Lowry, R'n'B, RIPSAW1986, Racbaile, RadioFan, RainbowOfLight, Rama, Randywombat, Rapido, Raryel, RatherfordSkills, Raul654, Raven in Orbit, Ravn, Razr95, Reach Out to the Truth, Reaganwilson999, Reaper Eternal, RedZebra, Redaktor, Redddogg, Reddi, Redthoreau, Redvers, Remotelysensed, Revolute, RexNL, Rfl, Rhodion, Rhododendrites, Rhodog, Ricky81682, Rickyrab, Ring0, Rjensen, Rjwilmsi, Rlitwin, Rlk89, Rm, Rm1271, Rmnguy, Roadahead, Roadrunner, RobKelley, RobertG, Robo Cop, RogerReggin, Romanm, Ronhjones, Roux, RoyBoy, Rrburke, Ruby Murray, Rupert Horn, Rusted AutoParts, Ryulong, S, SEWilco, Saikiri, Salmar, Salon Essahj, Sam Spade, Samwaltz, Sandstein, SandyGeorgia, Sango123, Santa Sangre, Sarfa, Sarranduin, Sasa123456789, Satanoid, Saukkomies, Sauronbachmandeppmontana, Scaife, Scarian, Sceptre, SchfiftyThree, SchreiberBike, Sciurinæ, Scooterman, Sdalmonte, Seaphoto, Searchme, Secretlondon, SelfQ, Senator Palpatine, Senor Purple, Sepsis II, Serge Dupouy, Setanta747, SexyBern, Shadowjams, Shadowkhas, ShajiA, Shanel, She-Nyyx, Sheilrod, Sheldon Rampton, ShelfSkewed, Sherurcij, Shirik, Shorne, Shoy, ShrimpyKRM, Shuipzv3, Sietse Snel, Sillydragon, SimonMackay, SixBlueFish, Sjc, Sk*ter, Skidude9950, Skysmith, Slightsmile, Sligocki, Slon02, Smalljim, Smallman12q, Sman789, Snigbrook, Snillet, Snowolf, Snowy20106, Snoyes, SoLando, SociableLiberal, Soman, Some jerk on the Internet, SomeRandomFilmArticleEditor, Sonicsuns, Soxwon, Soy Rebelde, SpLoT, SpNeo, Special kt, Spencer195, SpiceMan, Splash, Spongetastic95, Spot87, Sputnikcccp, Squirepants101, Squirrel 1, Srich32977, Star767, Stefanomione, SteiffTier, Stephan Schulz, Stephenb, Stephenchou0722, Stevertigo, Stickee, Storm Rider, Stormchaser, Str1977, Striver, Stroppolo, StuTheSheep, SuezanneC Baskerville, SummerWithMorons, SunDragon34, Suneamstrup, Surten, Sus scrofa, Swatrecon, Synchronism, SyntaxError55, TMC1221, Taak, Tabletop, TalibDemashqi, Taliesin1961, Tanthalas39, Tanvir Ahmmed, Tapir Terrific, Tassedethe, Taylormhairston, Tazmaniacs, Tbhotch, Tckma, TeaDrinker, TeamZissou, Tec15, TedE, Tedickey, Teemu Ruskeepää, TehNomad, Tellyaddict, Tempodivalse, Tempshill, Terry Yager, Tesscass, Tevyus, ThanatosXRS, That Guy, From That Show!, ThatGuy15325, Thaurisil, The Anome, The Benvolio, The Earwig, The Electric Eel, The Epopt, The High Fin Sperm Whale, The Hindenberg, The Land, The Rambling Man, The Rogue Penguin, The Thing That Should Not

Be, The Vegetarian Tiger, The wub, TheKMan, TheOldJacobite, TheRanger, TheSuave, Thedjatclubrock, Thehelpfulone, Thenryrdinho, Theo Pardilla, Thepureone, Thingg, ThinkEnemies, ThinkingTwice, This Is M4dn355 300, Thisglad, Thomaszow, Thumperward, Thuresson, Tiddly Tom, Tide rolls, Tigerghost, Tijfo098, Tim!, Timothykhoo, Timrem, Tken25, Tlatosmd, Tobby72, Tobias Bergemann, Tobias Hoevekamp, Tolly4bolly, Tom Edwards, Tom harrison, Tomdecrescenzo, Tomwalden, Tomwood0, Tpbradbury, Trappedin3dimensions, Travelbird, Tronno, Trusilver, Twas Now, Tyrwh, Uglinessman, Unbeknownst, Uncle Dick, Uncle G, Uncle Milty, Uriber, Useight, UserDoe, Uusitunnus, Uzeu, VJMer, Vacuum, Vagr4nt, Valenciano, Valois bourbon, Valyer, Vanished user 342562, Vanished user 39948282, Vanished user svinet8j3ogifm98wjfgoi3tjosfg, Vanotterloo, VasilievVV, Vecrumba, Venustas 12, Versageek, Vervin, VeryVerily, Victorgrigas, Vignaux, Vints, Violaine3, Viperslax15, Virgil61, Viridian, Viriditas, Visualerror, Vitund, Voidvector, VolatileChemical, Vrenator, Vroo, Vzbs34, W.D., Wafulz, Wahabijaz, Wakandas black panther, Wangi, Washington irving, Wavelength, Wayland, Wayne Slam, Weightless94, Weregerbil, Werieth, West.andrew.g, Wetman, WhatsHisName, WhereAmI, Wherewaldo, WhisperToMe, WhiteTiger1992, Widr, Wiki alf, Wikijens, Wikilol123, Wil101, William Avery, WilliamDavidRogers, WilyD, Wimt, Winglesangel, Wisco, Witkacy, Wknight94, Wmahan, WojPob, Woodshed, Woohookitty, Wwcollect, Wyss, X201, Xchbla423, Xdenizen, Xiutwel, Xpreciousx23, Xtifr, Yahel Guhan, Yaush, Yintan, YodaTheStoner, Yonatan, YuMaNuMa, Yuckfoo, Yvwv, Zandperl, Zanimum, Zen-master, Zencv, Zenyattà Mondatta, Zer0faults, Zh, Zleitzen, Zoz, Zyrath, Zzuuzz, Érico Júnior Wouters, Žiga, Δ, Роман Беккер, דוד, とある白い猫, 2726 anonymous edits

Psychological warfare *Source*: http://en.wikipedia.org/w/index.php?oldid=577895874 *Contributors*: 3rdAlcove, A Clown in the Dark, Acroterion, Admoose, Adoniscik, AjitPD, Alexf, AllStarZ, Allens, Allstarecho, Andrewaskew, AnmaFinotera, AnnaFrance, Arsaces, AtomicFire, BadSeed, Battlefield, Beautromp12, Ben Ben, Beteltreuse, Beyondsquirrelly, Bkell, Bleh999, Blurble, Bogey97, Brian Cimprovement., Bryan Derksen, Byairmail, Byelf2007, Bzero, CSWarren, Chessy999, Chris the speller, Cobatfor, Coffeetable, Colonies Chris, Creationlaw, Crosbiesmith, Cs california, CyclePat, DO'Neil, DadaNeem, Dak06, Dan Guan, Danny, DavidBrooks, Debouch, Decora, Dehaani, Dekimasu, Dijxtra, Dissentor, Donkilburg3, Dontdoit, Dottydotdot, Dr. Persi, Dvavasour, EEMIV, Ebehn, Editore99, Edkollin, Ehistory, Ekwos, Excirial, Extriniti, FAEP, Fastfission, Filippof, Flauto Dolce, Flipping Mackerel, Fonclbrisch, Francisco Valverde, Fred Bradstadt, Fritzpoll, Furby100, GD 6041, Gaius Cornelius, Galoren.com, Ganymead, George Serdechny, Gofar, Gold Stur, Good Olfactory, Googie man, Gpkh, GraemeLeggett, Grampion76, Grantyboy14, GreatWhiteNortherner, GreenRunner0, Gringo300, Guillaume2303, Gurchzilla, Hetar, Hong12kong, Hutcher, Huysman, Illegitimate Barrister, Ireland101, IshmaelMarcos, Itzar, Iversen, Jaro.p, Jason.techy, Jbecks121, Jeff Song, Jeremystalked, Jherbertz, Jmktheloc, Johagen, JohnI, JohnOde, Johnkarp, Jonesey95, Jonsafari, Joseph Solis in Australia, Keron Cyst, Kifcog, Kirbytime, Kirill Lokshin, Kjkolb, Knyght27, Ksyrie, Kvn8907, LamontCranston, Lheydon, Licon, Lotje, Lowellian, MacGyverMagic, Mandarax, Mark83, Martarius, MartinHarper, Materialscientist, Mathonius, Mattratt9, Maurice Carbonaro, Maurreen, Mel D'artagnan, Menrunningpast, MetsFan76, Mikeblas, Mjm1964, Mojo Hand, Mophoplz, Mouse is back, Mukadderat, Murtasa, Mycomp, N3wt3stam3nt88, Nabokov, Ne0Freedom, Neier, Neo Poz, Nescio, Nh3nh4, Nicofs, NightFalcon90909, Nihil novi, Northamerica1000, OGoncho, ObiterDicta, Occlasty, Ogranut, Olegwiki, Opiniastrous, Ost316, Ostap R, Oxymoron83, Patrick, Penbat, Popefauvexxiii, Prupitto69, Psywar, RJHall, Raisestoodbn, Random user 39849958, RexNL, Rhrad, Rich Farmbrough, RichardF, Roberta F., RogueNinja, Ruakh, Ryulong, SD5, Sabbut, Salva31, Sango123, Seaphoto, Semperf, Shamanchill, Shibingeorge, Siafu, SimonP, Sir Nicholas de Mimsy-Porpington, Solidus Silent, Soumyahet, Stability Information East 1, StarCraver, Stefanomione, Stevertigo, Suffusion of Yellow, Swamp Ig, Sweeper tamonten, TCN7JM, Tabletop, TeamCoachingNetwork, The Anome, The Rambling Man, The Transhumanist (AWB), TheAznSensation, Theo Pardilla, TommyOliver, Tonytypoon, Torzsmokus, Tsujigiri, Twas Now, Veryhuman, WaltBusterkeys, Wassermann, Wayiran, Wayward, Wblakesx, Whitepaw, Wikiuser100, Will Beback, Willking1979, Wisepiglet, Woohookitty, Worldruler20, Xwoodsterchinx, Yintan, Yonatan, Yvwv, Zurishaddai, Δ, 陳鬼, 305 anonymous edits

Publicity *Source*: http://en.wikipedia.org/w/index.php?oldid=571711155 *Contributors*: 069952497a, 16@r, A. B., AJR, Aawwaajj, Academic Challenger, Adragom, AlisonMarek, AlysonDutch, Andrewaskew, Angela, Anger22, Arctic Night, Ascobb, Astudent, AxelBoldt, BPositive, Before My Ken, Bistropha, BlessingJoel, Boleyn3, Bonadea, CLW, COMPFUNK2, Casull, Celendin, ChrisGualtieri, Ckatz, Contributor29wiki, Dawn Bard, Drable, Edgar181, Eequor, Enred, Ewlyahoocom, Fairsing, Father Goose, FelixWriter, Francis Schonken, Fuzheado, Gioto, GraemeL, Grafen, Gscshoyru, Hajni, HoofPR, JNW, Jredmond, Justabaldguy, Jyusin, Kerotan, Knate15, Kuru, Liface, Linkspamremover, Lk9, Lova Falk, MER-C, Malerin, Martin Jensen, MatthewDBA, Maurreen, Monkey Bounce, Monkeyman, Mpostalova, Mrjespergreen, Mydogategodshat, NeonMerlin, Nickpo, Notheruser, Notinasnaid, Pavel Vozenilek, Pearle, Purplefeltangel, Qiaohua, Quaeler, Rcamilled, Reach Out to the Truth, Rich Farmbrough, Robina Fox, Ryulong, SharQ, Stolbard, Sun2009, The Anome, Thekohser, ThomasMikael, Tomalin, UDScott, UlliD, Uncle Dick, Uriah923, Vlad, Widefox, Yms, Калан-Два, 130 anonymous edits

Spin (public relations) *Source*: http://en.wikipedia.org/w/index.php?oldid=572070447 *Contributors*: (, A ghost, AaronSw, Adam Faanes, Adamk, Ade myers, Adrian J. Hunter, Afalbrig, Ameliorate!, Andrewaskew, Angr, Ansumang, Apoc2400, Arbitrarily0, Art LaPella, Aurelius2007, Barrylb, Bensin, Bgwhite, BigFatBuddha, Bodnotbod, Bonadea, Borock, Caiaffa, Cbuckley, Chochopk, CorporateM, Crazycomputers, Cunny, DESiegel, Dale Arnett, Daniel Quinlan, Den fjättrade ankan, Dlainhart, Dlohcierekim's sock, Dmoss, Drb555, Echristine927, EdJohnston, Emperorbma, Enkyo2, FeloniousMonk, Frindro, Furrykef, Glenn, Goon Noot, Grace E. Dougle, Gregbard, Grsz11, Grumpyyoungman01, Haeinous, Hairhorn, Hans Adler, Heroeswithmetaphors, Japanese Searobin, Jeff Silvers, JerryFriedman, Jerzy, JimWae, Jimbaar, John, Joule36e5, Jujutacular, Julianhall, KConWiki, KF, Kaihsu, Katefan0, Kitty Davis, Klemen Kocjancic, LastTimeMLM, Liftarn, Logan, Lord Pumpkin, Love 2 B Fair, Mapsurfer, MarkSweep, Marktreut, Masticol, Maurreen, Michael Hardy, Minesweeper, Mouse is back, Mr Woulfe, MrMurph101, Mshecket, Nabla, Nat Krause, Ncbpc, Nectarflowed, Nlu, Nuwewsco, Occlasty, Ohconfucius, Omegatron, Omnipaedista, Owen, Penbat, Pengyanan, Piano non troppo, Pollinator, Portillo, Prerana0504, Proxima Centauri, Quiddity, Radiant!, Rd232, Recury, Rich Farmbrough, Rincewind32, Rioux15, Rjlabs, Roadrunner, RolandR, Ryan Vesey, SPINBrad, Sam Hocevar, Schroep, Scientific29, SebastianBreier, SiobhanHansa, Sl, Slicky, Sohmc, SpaceCow4, Star767, Stefanomione, Steven X, Steverapaport, SummerWithMorons, Taelus, Talrias, Tapir2001, Tckma, The JPS, TheDoctor10, TheDoober, Thibbs, Thumperward, Tiffani.womack, Tijfo098, Tim Ivorson, Timrollpickering, TomB123, TreasuryTag, Trenwith, Twitmer, Vague Rant, Veron-F40, Vzbs34, Washington irving, Wavelength, Whitepaw, Wikibout, Wwagner, Xanzzibar, Xnuala, 166 anonymous edits

Agenda-setting theory *Source*: http://en.wikipedia.org/w/index.php?oldid=577775219 *Contributors*: AhMedRMaaty, Andrewaskew, Ardric47, B.romberg, Bcbrantley, Bearcat, Beland, Boing! said Zebedee, BretonSG, Carlton, CasualObserver'48, Chanceyork23, Charles Matthews, ChrisGualtieri, Coffee, Czwepink, DASonnenfeld, Dia^, Discospinster, Dogaroon, Donner60, Doroshishka, E. Ripley, Elie.azzi, Equendil, Ewlyahoocom, Fitted shirt, Fletcherfairey, Former user, Gareth Griffith-Jones, Georgewashington2013, Gerald Samuel Beckett, GoingBatty, GregorB, Grumpyyoungman01, Guroadrunner, Hmwith, ILakatos, IRP, IceCreamAntisocial, JKlammann, JaGa, Jeff G., JimVC3, Jkehl, Jnorberg, Joriki, Joseph Solis in Australia, Jrichardstevens, JuJube, JvlKc, Kagflake, Kell, Kelso878, Khazar, Kjraleigh, Klingon83, L Kensington, Levothyroxine, Lyonspen, Lysy, Maddierwebster, Magioladitis, MathewTownsend, Mattjduffy, Maurice Carbonaro, Maurreen, Mchae3054, Megldy, MiaKamal, MrNonchalant, MrOllie, Nanhyang9, Neddyseagoon, Newsushi, Niceguyedc, Nikkimaria, Nonfickshun, Omnipaedista, Pedro Aguiar, Pegasus1138, Pieguy48, R'n'B, Rauh, RedWolf, Reydeyo, Rich Farmbrough, Rjwilmsi, RyanGib, Sabre1041, Scholar1984, SchreiberBike, Scopecreep, SimonP, Smallman12q, Snowolf, Socon1234, Socon12345, Sonderbro, Sue Rangell, Syunkim, TRIanT, TeganLand, Tommibg, UOJComm, Vinay Varma, Viriditas, Wiki13, Wikkimatt, Yeo Jin Kim, Zad68, Λεξικόφιλος, 188 anonymous edits

Framing (social sciences) *Source*: http://en.wikipedia.org/w/index.php?oldid=578877409 *Contributors*: 2over0, AbbyAlso, Ag0886a, Agrico11, Alfredo ougaowen, Andrew c, Andrewaskew, Anomalocaris, Arthur Rubin, Astuishin, Avihu, Badgettrg, Barticus88, Bgwhite, Brooktroutman, Byelf2007, Capricorn42, Cfrith, Charlee107, Charles Matthews, CharlotteWebb, Chris Howard, Chris the speller, Ciphergoth, Closedmouth, Cool Hand Luke, Cretog8, Critic11, Curb Chain, Cyrusc, DMCer, DancingPhilosopher, DanielaUribe, Dark Silver Crow, Darklilac, Denispir, Dino246, Discospinster, Dr. B. R. Lang, Dr.enh, Dwchin, Dzforman, Eastlaw, Elockhmal, Enkyo2, Epeefleche, Erud, Filippof, Finereach, Fred Bauder, George100, Gerald Samuel Beckett, Gogo Dodo, Gregbard, Ground Zero, Grumpyyoungman01, Hanteng, Hordaland, Iamcuriousblue, Indolering, JIP, JaGa, Jalbaugh, Jeffrey Feldman, Jiffy6473, JonHarder, JoshuaZ, Kai-Hendrik, Kazim27, Kelapstick, Letranova, Levineps, Lymantria, Lyonspen, MartinPoulter, MathewTownsend, Mattisse, Mcginnsc, Metcalm, Mike Doughney, Mild Bill Hiccup, Mindmatrix, Mineminemine, Mlittman, MrOllie, Mrsnowtime, Newbyguesses, Newsushi, Nihil novi, Nurg, Pasquale, Paul1andrews, Pedant17, Piotrus, Precis, Proofer47, Pseudomonas, R'n'B, Rich Farmbrough, Rjakew, Rjwilmsi, Robofish, Rogerspeed23, SchreiberBike, Sea.wolf4, Skullers, Stefanomione, Stephen378, SummerWithMorons, THF, Taak, Tarret, Theo Pardilla, Thosjleep, Tisane, TorontoLRT, Trlkly, Weerasad, WikiFlier, Wildspell, Will Beback, Woutervv, Yhong24, Ynhockey, Zachdegregorio, ZuluPapa5, 105 anonymous edits

Propaganda model *Source*: http://en.wikipedia.org/w/index.php?oldid=578331001 *Contributors*: 1052, 119, AaronSw, Academīca Orientālis, Adjohnson916, Africangenesis, Ahasuerus, Alaninter, Alanmaher, AlexSa, Alksub, Andrewaskew, Anomalocaris, Antandrus, Apeloverage, Apokrif, Arkhan83, Arthur Rubin, BMF81, Baller92, Bjdehut, Bobrayner, Bonadea, Borock, Boud, CalebNoble, Calicocat, CartoonDiablo, Causa sui, Chamaeleon, Chivista, Chris the speller, Cirt, David Gerard, DeanMcGuinness, DocteurCosmos, Donama, DrStrangedlove, Dynablaster, E0N, ENeville, Engwar, Enthusiastic Reader, Eplebel, Everything Changes, Ffaker, Flipzagging, Francs2000, Fredwert, Funandtrvl, GD, Gakmo, Giovanni33, GoingBatty, Good Olfactory, Hall Monitor, Hemanshu, ILakatos, IanOfNorwich, InverseHypercube, JJman69, JaGa, Jaberwocky6669, Jay Fields, Jgwest, Jiang, Justjeshb, Kai-Hendrik, Kayau, Keilana, Keith-264, Khawaga, Khazar, LScarlet, LamontCranston, Lapsed Pacifist, Larklight, Logan, Lquilter, Madmaxx, Mandarax, Mattisse, Maurreen, Mdd, Menthaxpiperita, Mhazard9, Mike Dillon, Mike.lifeguard, Minesweeper, Miq, Molecular b, Mr.Z-man, NSH001, NerdyNSK, Nex O-Slash, NietzscheFan, OberMegaTrans, Pallb, Patrickdavidson, Paul Barlow, Pgan002, Philip Cross, Pillforyourills, Pinkaponk, Pir, Publicola, Qwertyus, Rd232, Rdsmith4, RedTomato, Reddi, Rezanejad.s, Rmhermen, Rrburke, SD6-Agent, Sampsonak, Saravask, Saxifrage, Scientus, Semitransgenic, SevenWaves, Sfan00 IMG, ShelfSkewed, Silverback, SimonArlott, Sir Paul, Squiddy, Steve Dufour, Stevertigo, Stone put to sky, TDC, Ta bu shi da yu, The Devil's Advocate, ThePowerofX, Themaskedbandit, Theo Pardilla, Theo10011, Theresa knott, Tiles, Tim Ivorson, Tiresias BC, TonyW, Tzaquiel, Ultramarine, Ultrogothe, Voulme, Washington irving, WhiteC, Wikispan, Wndl42, Woohookitty, Wtshymanski, Xavexgoem, Zdravko mk, Zoicon5, 192 anonymous edits

History of public relations *Source*: http://en.wikipedia.org/w/index.php?oldid=573748720 *Contributors*: Andrewaskew, Batesdon1, Brandon, Chris the speller, CommonsDelinker, CorporateM, Cyg, Deli nk, Drmies, EditorE, Fred Bauder, Hintss, Impy4ever, Jalapeanodeano, Jidanni, Kaho Mitsuki, Khazar2, Lightlowemon, Mdmcginn, Ohconfucius, Ophiucus13, PigFlu Oink, Poluphemos, Quanticle, Rgdboer, Ricky81682, Rklawton, Rre122, Siddhant, Spiritia, Tigga, Vejvančický, Verne Equinox, 13 anonymous edits

Image Sources, Licenses and Contributors

File:Communication shannon-weaver2.svg *Source*: http://en.wikipedia.org/w/index.php?title=File:Communication_shannon-weaver2.svg *License*: Creative Commons Attribution-ShareAlike 3.0 Unported *Contributors*: Einar Faanes

File:Communication emisor.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Communication_emisor.jpg *License*: Creative Commons Attribution 2.5 *Contributors*: Original uploader was Yupi666 at en.wikipedia

File:Interaction comm model.svg *Source*: http://en.wikipedia.org/w/index.php?title=File:Interaction_comm_model.svg *License*: Public Domain *Contributors*: Interaction_comm_model.jpg: JasonSWrench derivative work: Sonia

File:Smcr.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Smcr.jpg *License*: Creative Commons Attribution 3.0 *Contributors*: JasonSWrench

File:Transactional comm model.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Transactional_comm_model.jpg *License*: Creative Commons Attribution 3.0 *Contributors*: JasonSWrench

File:Encoding communication.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Encoding_communication.jpg *License*: Creative Commons Attribution 2.5 *Contributors*: Original uploader was Yupi666 at en.wikipedia

File:Linear comm model.svg *Source*: http://en.wikipedia.org/w/index.php?title=File:Linear_comm_model.svg *License*: Public Domain *Contributors*: Linear comm model.jpg: JasonSWrench derivative work: Sonia

File:Business Feedback Loop PNG version.png *Source*: http://en.wikipedia.org/w/index.php?title=File:Business_Feedback_Loop_PNG_version.png *License*: Creative Commons Zero *Contributors*: Tomwsulcer

File:Napoleon4.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Napoleon4.jpg *License*: Public Domain *Contributors*: -Strogoff-, AndreasPraefcke, Bukk, CommonsDelinker, CommonsDelinkerHelper, DIREKTOR, Diligent, Docu, Garoutcha, Jan Arkesteijn, Juanpdp, Kilom691, Kirtap, Manuelt15, Martin H., Mattes, Mess, Morio, Mu, Paintman, RedCoat, Stormrider, Tpbradbury, TwoWings, Xenophon, Xhienne, Zouzou, Ö, 4 anonymous edits

File:Unclesamwantyou.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Unclesamwantyou.jpg *License*: Public Domain *Contributors*: AnonMoos, Brian0918, BrokenSphere, Chetvorno, Cyberuly, Frank C. Müller, Hux, Infrogmation, Jeanot, Mithril, Morio, Nonenmac, Redtigerxyz, Saperaud, Skipjack, Takabeg, Verne Equinox, Wolfmann, Wst, 5 anonymous edits

File:Trotsky-Saint George allusion.png *Source*: http://en.wikipedia.org/w/index.php?title=File:Trotsky-Saint_George_allusion.png *License*: Public Domain *Contributors*: R-41, 1 anonymous edits

Image:Manchukuo011.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Manchukuo011.jpg *License*: Public Domain *Contributors*: Manchukuo State Council of Emperor Kang-de Puyi; uploaded by User:Nickpo

File:Skandinavism.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Skandinavism.jpg *License*: Public Domain *Contributors*: B****n, Bdk, Cycn, Fred J, Mattes, SergeWoodzing, Sir Iain, Thomas81, Thuresson, Tilion, Valentinian, Wolfmann, 6 anonymous edits

File:Is this tomorrow.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Is_this_tomorrow.jpg *License*: Public Domain *Contributors*: Catechetical Guild

File:AntiJapanesePropagandaTakeDayOff.gif *Source*: http://en.wikipedia.org/w/index.php?title=File:AntiJapanesePropagandaTakeDayOff.gif *License*: Public Domain *Contributors*: Closeapple, Conscious, Infrogmation, Kintetsubuffalo, Nard the Bard, Ras67, SoIssetEben!, Themightyquill, Tm, Tony Wills, Wolfmann, 2 anonymous edits

File:Britannialion.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Britannialion.jpg *License*: Public Domain *Contributors*: 84user, Infrogmation, KTo288, Liftarn, Mattes, Nikkimaria, Rave, Rcbutcher, 3 anonymous edits

File:Anti-capitalism color.gif *Source*: http://en.wikipedia.org/w/index.php?title=File:Anti-capitalism_color.gif *License*: Public Domain *Contributors*: Pyramid of Capitalist System, issued by Nedeljkovich, Brashich, and Kuharich in 1911. Published by The International Pub. Co. , Cleveland OH

File:Ca-cornucopia of the world.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Ca-cornucopia_of_the_world.jpg *License*: Public Domain *Contributors*: The Granger Collection, New York

File:mexicospankingkkk.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Mexicospankingkkk.jpg *License*: Public Domain *Contributors*: Beao, Buz lightning, Kintetsubuffalo

File:LibertyBond-WinsorMcCay.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:LibertyBond-WinsorMcCay.jpg *License*: Public Domain *Contributors*: Winsor McCay

File:SuomiNeito.png *Source*: http://en.wikipedia.org/w/index.php?title=File:SuomiNeito.png *License*: Public Domain *Contributors*: Janneman, Man vyi, Pitke, Samulili, Überraschungsbilder, 1 anonymous edits

File:Murales Rivera - Ausbeutung durch die Spanier 1 perspective.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Murales_Rivera_-_Ausbeutung_durch_die_Spanier_1_perspective.jpg *License*: GNU Free Documentation License *Contributors*: Murales_Rivera_-_Ausbeutung_durch_die_Spanier_1.jpg: Wolfgang Sauber derivative work: ecelan (talk)

File:Die Osmanen.JPG *Source*: http://en.wikipedia.org/w/index.php?title=File:Die_Osmanen.JPG *License*: GNU Free Documentation License *Contributors*: ManuGert, Olag, Orientalist, Pockekesa, Takabeg, Ultimate Destiny, Worldantiques, Wouterhagens, 1 anonymous edits

File:Ballot1.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Ballot1.jpg *License*: Public Domain *Contributors*: Bishop Alma White. Original uploader was Buz lightning at en.wikipedia

File:Brasil ame-o ou deixe-o.png *Source*: http://en.wikipedia.org/w/index.php?title=File:Brasil_ame-o_ou_deixe-o.png *License*: Public Domain *Contributors*: Brazilian government

File:Konstantin Makovsky - The Bulgarian martyresses.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Konstantin_Makovsky_-_The_Bulgarian_martyresses.jpg *License*: Public Domain *Contributors*: Konstantin Makovsky

File:Come unto me, ye opprest.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Come_unto_me,_ye_opprest.jpg *License*: Public Domain *Contributors*: Alley

File:Novum Eboracum.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Novum_Eboracum.jpg *License*: Public Domain *Contributors*: Sackett & Wilhelms Corp. N.Y.

File:Prince Rupert - 1st English Civil War.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Prince_Rupert_-_1st_English_Civil_War.jpg *License*: Public Domain *Contributors*: Ascilto, Gene.arboit, Gryffindor, Kintetsubuffalo, Ras67, 1 anonymous edits

File:The Papal Belvedere.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:The_Papal_Belvedere.jpg *License*: Public Domain *Contributors*: Diwas, Editor at Large, Epiphyllumlover, Gnom, Infrogmation, Itu, Kintetsubuffalo, MPF, Micione, Ras67, Shakko, 16 anonymous edits

File:Kitchener-Britons.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Kitchener-Britons.jpg *License*: Public Domain *Contributors*: Auntof6, Infrogmation, Jarekt, Jza84, Kelly, Kintetsubuffalo, Klare Kante, Lokal Profil, Orionist, Podiaebba, Quibik, Rcbutcher, Sandpiper, TT1, TeleComNasSprVen

File:Cicatrices de flagellation sur un esclave.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Cicatrices_de_flagellation_sur_un_esclave.jpg *License*: Public Domain *Contributors*: Original photographers: McPherson and Oliver. Part of the Blakeslee Collection, apparently collected by John Taylor of Hartford, Connecticut, USA

Image:World October revolution poster.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:World_October_revolution_poster.jpg *License*: Public Domain *Contributors*: Alex Bakharev, Fallschirmjäger, FrancisTyers, Humus sapiens, Kintetsubuffalo, Man vyi, Ras67, Shakko, The Deceiver, Ustas, 1 anonymous edits

Image:1923 Bolshevik propaganda train.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:1923_Bolshevik_propaganda_train.jpg *License*: Public Domain *Contributors*: Augiasstallputzer, Butko, Humus sapiens, Infrogmation, Kenmayer, Radek Rassel

Image:ANT-20.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:ANT-20.jpg *License*: Public Domain *Contributors*: nevermore

Image:Bundesarchiv Bild 101I-107-1346-27A, Nordeuropa, Herstellung einer Feldzeitung.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Bundesarchiv_Bild_101I-107-1346-27A,_Nordeuropa,_Herstellung_einer_Feldzeitung.jpg *License*: Creative Commons Attribution-Sharealike 3.0 Germany *Contributors*: AndreasPraefcke, Docu, FA2010, Martin H., Ras67, Riisipuuro, TommyG

File:Bundesarchiv Bild 183-1988-0126-018, Infografik, Rohholz für die Volkswirtschaft.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Bundesarchiv_Bild_183-1988-0126-018,_Infografik,_Rohholz_für_die_Volkswirtschaft.jpg *License*: Creative Commons Attribution-Sharealike 3.0 Germany *Contributors*: Kintetsubuffalo, NSK Nikolaos S. Karastathis, Ras67

File:Bundesarchiv Bild 183-1987-0122-023, Infografik, Landwirtschaft der DDR Getreideerträge.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Bundesarchiv_Bild_183-1987-0122-023,_Infografik,_Landwirtschaft_der_DDR_Getreideerträge.jpg *License*: Creative Commons Attribution-Sharealike 3.0 Germany *Contributors*: Groupsixty

File:Korean-leaflet-bomb.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Korean-leaflet-bomb.jpg *License*: Public Domain *Contributors*: User Taak on en.wikipedia

File:your future al-Zarqawi.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Your_future_al-Zarqawi.jpg *License*: Public Domain *Contributors*: Original uploader was Psywar at en.wikipedia

File:Anti-Japan2.png *Source*: http://en.wikipedia.org/w/index.php?title=File:Anti-Japan2.png *License*: Public Domain *Contributors*: Office for Emergency Management. Office of War Information. Domestic Operations Branch. Bureau of Special Services.

File:NKmuseum.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:NKmuseum.jpg *License*: Creative Commons Attribution-Sharealike 3.0 *Contributors*: User:Zaruka

File:Los Carlitos pag 73.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Los_Carlitos_pag_73.jpg *License*: Public Domain *Contributors*: Cnyborg, Djembayz, Gohnarch, Hmorazan, J 1982, Kintetsubuffalo, Ras67, 4 anonymous edits

File:8th Air Force psychological warfare leaflet.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:8th_Air_Force_psychological_warfare_leaflet.jpg *License*: unknown *Contributors*: U.S. Government

Image:The Capture of William Joyce, Germany, 1945 BU6910.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:The_Capture_of_William_Joyce,_Germany,_1945_BU6910.jpg *License*: Public Domain *Contributors*: User:Fæ

File:8th Air Force psychological warfare leaflet text.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:8th_Air_Force_psychological_warfare_leaflet_text.jpg *License*: Public Domain *Contributors*: U.S. Government

File:Vietnampropaganda.png *Source*: http://en.wikipedia.org/w/index.php?title=File:Vietnampropaganda.png *License*: Public Domain *Contributors*: Foroa, Gungir1983, Hohum, Madmax32

File:O-2 Skymaster.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:O-2_Skymaster.jpg *License*: Public Domain *Contributors*: Sgt. Wiliam F. Diebold, USAF

File:Your future al-Zarqawi.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Your_future_al-Zarqawi.jpg *License*: Public Domain *Contributors*: Original uploader was Psywar at en.wikipedia

File:Daniel KAHNEMAN.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Daniel_KAHNEMAN.jpg *License*: Public Domain *Contributors*: Ephraim33, InverseHypercube, Tabularius, Urbourbo, Zhuyifei1999

File:Iraq War Media Sources Opinion Percentage.svg *Source*: http://en.wikipedia.org/w/index.php?title=File:Iraq_War_Media_Sources_Opinion_Percentage.svg *License*: Public Domain *Contributors*: CartoonDiablo own work, released under Public Domain.. Original uploader was CartoonDiablo at en.wikipedia. Later version(s) were uploaded by Hazmat2 at en.wikipedia.

File:Kofi Annan.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Kofi_Annan.jpg *License*: Agência Brasil *Contributors*: Ricardo Stuckert/ABr

File:Gustave dore crusades dandolo preaching the crusade.jpg *Source*: http://en.wikipedia.org/w/index.php?title=File:Gustave_dore_crusades_dandolo_preaching_the_crusade.jpg *License*: Public Domain *Contributors*: BBukovec, Bender235, G.dallorto, Kilom691, Shakko, 3 anonymous edits

File:Kvinde-emancipation.gif *Source*: http://en.wikipedia.org/w/index.php?title=File:Kvinde-emancipation.gif *License*: Public Domain *Contributors*: Abujoy, Churchh, Cirt, Docu, Error, Haabet, Ies, Infrogmation, Kilom691, Kürschner, Mattes, Opponent

License