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THE ROLES OF PHILOSOPHY OF PUBLIC RELATIONS IN INSTITIONALIZING PUBLIC RELATIONS AND CORPORATE COMMUNICATION

Public Relations has a vital role to play in improving the quality of management decisions and influence their time of implementation, because it is human – centric.

Like philosophy, it provides a comprehensive interpretation of stakeholders' expectations.

Appreciating the dynamism of public relations principles cum philosophy is essential in the application of advanced management theory which relates to decisional and operational processes that could breed effective approach and a comprehensive methodology which would allow organizational leadership to improve the quality of its decisions and accelerate their operative times of implementation.

In recent years, Public relations scholars have begun to devote much attention to the study of philosophy. As Kruckberg pointed out, practitioners must be "full participants in the resolutions of ethical questions and they are often times in a better position to set ethical agenda".

"However, he added, practitioners usually are not educated enough in the philosophy ------ to resolve problems at a "sufficiently abstract and universally applicable level".[1] Kruckberg, D, 1993.

In 1989, Pearson wrote a doctoral dissertation on public relations that has profoundly affected the development of the two-way symmetrical model.[2] Pearson, R A, 1989.

In the first part of his dissertation, Pearson reviewed all of the writings of public relations practitioners and scholars on ethics that he could locate. From this review, Pearson concluded, "Obviously, many practitioners and scholars of public relations are capable of philosophical thought, but few seem to develop basic philosophical theory to undergrid their discussion of public relations".[3] Pearson, R A, 1989

Public relations is deeply rooted in philosophy, because it provides a comprehensive interpretation of stakeholders' expectations and takes into consideration the expectancies of stakeholders.

LITERATURE REVIEW

Man has universally adopted three methods to comprehend the world around him, namely, experience, reasoning and research. The first method, personal experience, involves drawing upon ones individually accumulated body of knowledge and skills derived from encounters and acquaintance with facts and events in the environment.

The second method, reasoning, consists of three types: deductive reasoning, inductive reasoning, and the combined inductive-deductive method. Deductive reasoning is based on syllogism developed by Aristotle.

Syllogism consists of a major premise based on a prior of self-evident proposition, a minor premise providing a particular instance, and a conclusion.

Research is the third method: Research is different from experience in three ways:

(1) Where as experience deals with events occurring in a haphazard manner, research is systematic and controlled basing its operations on inductive-deductive model.

(2) Research is empirical. For instance, scientists always subject their notions to the court of empirical inquiry and test.

(3) Research is self-correcting. It has, for instance, built in mechanisms to protect scientists from error as far as, is humanly possible. Also the procedures and results of research are open to public scrutiny by fellow professionals.[4] Cohen, L, Manion, L, 1996.

Kerlinger defines research as "the systematic, controlled empirical and critical investigation of hypothetical propositions about the presumed relations among natural phenomena".[5] Kerlinger, F, N, 1973.

Research is a vital function in the process of public relations. It provides the initial information necessary to plan public relations action and to evaluate its effectiveness. Management demands hard facts, not intuition or guesswork. Public relations practitioners, like their colleagues in every area of management, must be able to demonstrate convincingly their ability to "add value" in producing a product or service.[6] Baskin, O, et al, p.107.

Because public relations professionals have traditionally been doers rather than researchers, they often assume that others see the value of their function. That

assumption places public relations necks squarely on budgetary chopping blocks. Even when economic conditions are not critical, public relations may be perceived as window dressing. Media, regulatory agencies, consumer groups and many managers doubt that public relations have a useful purpose.

Public relations practitioners must speak with authority when asked to prove their value to business and society. This authority can come only through an ability to conduct research and apply results to public relations campaigns.[7] Baskin, O, et al, p.110.

Research is a crucial part of the public relations process. Information gained though careful research can be used to guide planning, pre-test messages, evaluate results, and direct follow-up efforts.

Effective research techniques for public relations practice include both formal and informal methods.

The use of research data to evaluate current practice and forecast future events is well accepted in most organizations today. Public relations practitioners must be able to evaluate their efforts and demonstrate effectiveness.

Good public opinion research must be sensitive enough to identify publics as definable groups rather than as unrelated masses. Public relations audits, social audits, communication audits, and environmental monitoring are effective research methods for public relations planning and evaluation.[8] Baskin, O, et al, p.106.

A theory explains and predicts phenomena through established relationships among variables, using theory's cause-and-effect knowledge as the basis for prediction.[9] Hopkins, D, C, 1960.

Theories present an understanding of the relationship between or among various actions or events. Theories are used to explain or predict the way things work or happen. As a public relations practitioner you will need to build a set of theories to use and refine as you apply professional skill to the task of doing public relations.[10] Fisher, R, 1997 p.53

"What would happen if…………..? Why did those people….? Questions like these should sound familiar. We ask them all the time- about the routine and not so routine. When someone knows answers to routine questions we say that person has "common sense" When someone correctly answer the non-routine, we say that person is smart or educated. To answer either type (routine or non-routine) assumes that the person

answering the questions understands relationships among actions and events. If you were a scientist, you might call these actions and events variables".[11] Baskin, O, et al, p. 54

"A theory is a statement about the relationship among variables".[12]Baskin, O, et al, p. 54

All behaviour is logical to the person behaving. If that is true, then before we can understand behaviour, we have to understand how people think. That sounds like an incredibly hard task, and at one level it is, but communication Scholar John. O Greene believes thinking can be explained at an abstract level by three constructs: structures, content, and processes.

Cognitive structure defines the form of our thought. Some call this form a script, some call it a schema, others call it a frame. It's like a storyboard that defines how we expect a story to unfold. Overtime we build up a set of expectations. These expectations affect what information we process and store.

Content refers to the specific characters, details, and plot twists within the basic structure. Cognitive processes are the operation we use to take in, transform, and store information (the content).[13] Greene, J, O, 1984.

Wilcox et al, in their application of philosophy (ethics) to public relations: identify three basic value orientations, namely (1) absolutist (2) existentialist and (3) situationalist. The absolutist believes every decision is either 'right' or 'wrong', regardless of the consequences. The existentialist, whose choices are made without a prescribed value system, decides on the basis of immediate rational choice. The situationalist's decisions are based on what would cause the least harm or most good It can be reasonable argued that most practitioners, depending on the actual situation, probably choose a course of action somewhere along the continuum of the three types. We make decisions on the building blocks of truth-telling, promise-keeping, loyalty, and commitment. Public relations professionals have the dilemma of making decisions that satisfy (1) pubic interest, (2) the employer, (3) the professional organization's code of ethics, and (4) their personal values.

In the ideal world, the four would not conflict. In reality, however, they often do.[14] Wilcox et al, 2000.

Aims are values, and like values, they are intrinsic to man since they are inevitable concomitants to man's rationality. Man is a purposive animal, the only animal that

acts with an aim. It is beyond question then that every major enterprise of man must have an aim as its antecedent. 15 Okafor. F, C p.112.

As Fredrick Neff said "if a ------ has never been afforded opportunity to learn the meaning of objectivity, how does he subject his own biases, prejudices, and convictions to impartial evaluation?" 16 Okafor. F, C, 1984 p.22.

Setting functional goals/aims/objectives of any public relations program is a great determining factor in the overall success of such public relations program.

Aims in public relations and corporate communication must be tailored towards the corporate policy and should not be anti-human. This is because aims belong within the process in which they operate and must not be imposed or furnished from without. The aim is always imbedded within the activity or the process. It implies an orderly and ordered activity, one in which the order consists in the progressive completing of a process. Each element in the process has a temporal place and order, in such a way that each prior event leads into its successor. This successor event then takes up what is furnished and utilizes it for some other stage, until we arrive at the end, which as, as it were, summarizes and finishes off the process. It is a foreseen end which gives direction to the activity and influences the steps taken to reach the end. 17 Okafor. F, C, 1984 pp.119&120.

The principle of foresight is very important in the Dewean approach to aims. According to him, this principle functions in three ways:

1. It involves a careful observation of the conditions present in the given situation inorder to find out what means are available for reaching the end and to discover the possible hindrances in the way toward the attainment of the objective.

2. It suggests the proper sequence or order in which the means could be used ensure an economical selection and arrangement.

3. It makes possible the choice of alternative with regard to means for the attainment of the end.

Foresight helps us to predict the consequences or the outcomes of acting among the alternatives-acting in one-way rather than the other. To foresee a terminus of an act is to have a basis upon which to observe, to select, and to order objects and our own capacities. This is what is meant by intelligent action. Hence according to Dewey, the net conclusion is that acting, with an aim is one with acting with intelligence. In order

for our activities to be intelligent, we must stop, look, listen, in making the plan of our actions.

In order to establish aims correctly, Dewey posits a number of criteria:

1. The aim must be based upon what is already present in the existential situation, including the resources and the difficulties immanent in the situation. Conversely, it must lie outside of our activities or foreign to the concrete makeup of the situation. This is because when aims are given ready-made by some authority external to intelligence, net outcome will be a limitation of intelligence, since the latter is left with nothing but a mechanical choice of means.

2. The aim must be flexible, so that it is capable of alteration, to meet the circumstances as they develop. Hence, the aim, as it first emerges, is not rigid and fixed, but a mere tentative sketch which is capable of being added to and subtracted from. Conversely, when the aim is established from sources external to the process of action. It is always insisted upon whether the situation warrants it or not, whether or not it is reasonable under the circumstances. A good aim, on the contrary, and hence constantly growing as it is tested in action. It can be used to change conditions. Additionally, the ---- aim must be capable of translating into a methodology which is activity oriented. This is because, ----- an aim is worthless unless it lends itself to the construction of specific procedures for its own test, correction, and amplification. [18] Dewey. J, 1966, pp 100-110.

INSTITUTIONALIZING PUBLIC RELATIONS AND CORPORATE COMMUNICATION IN CORPORATE POLICY AND CULTURE

Any organizational function which can suggest operative measures to accelerate decisional process, while taking into consideration of the expectancies of stakeholders will inevitably raise the quality of those decisions. This is also because those stakeholders whose expectancies are taken into consideration will support the implementation to those decisions or-at the very least reduce their opposition, thus-in either way – accelerating the process while greatly contributing to an intelligent mapping of the priority issues of concern to stakeholders which need to be constantly monitored by the organization, both inside an outside.[19] Muzi Falconi, T, 2006 p.2

To implement its general strategy the organization's leadership decides which specific objectives are better suited to ensure that transition from mission to vision, also by considering alternative options (if….then….), and how it will go about pursuing in the quickest and most effective manner.

A wise organization at this point, and before making those decisions, will move 'out of itself' and listen to those active stakeholders, while attempting to understand an subsequently interpret their attitudes, expectations, opinions on each of the potential options.[20] Muzi Falconi, T, 2006 p.3

But who in the organizations should be entrusted within this listening, understanding and interpreting process, and how should this function operate effectively?

There are at least two organizational options: diffusive and/ or centralized ………..

If all stakeholder groups of an organization are carefully mapped according to each specific objective, it is likely that the public relations function (communication, public affairs, external, institutional relations or however one prefers to call it) emerges as one which is normally entrusted for organizational relationship with the maximum number of stakeholder groups, and therefore becomes the natural candidate for this essential pre-decision monitoring activity.

But how will the public relations function operatively listen to stakeholder expectancies, understand them, and interpret the findings to improve the quality of the organization's decisions?

This is what the more progressive scholars describe as the true strategic function of public relations in an organization, called the reflective/reflexive role, which in turn inevitably integrates…….with the educative role. Basically this process has traditionally, and with the adoption of more or less sophisticated tools and methods, been part of the core professional competences of public relations, also known and described under the terms of environmental scanning, boundary spanning, issue management…….[21] Muzi Falconi, T 2006 p.4

The public relations function, on the basis of this analysis, will promptly adopt its well established and consolidated dialogue and content based relationship competencies, as well as its persuasive message based communication, ones-both aimed at accelerating the dynamics of the issues which might support the defined objectives-or, alternatively, in delaying those same dynamics for issues which are

believed to delay the implementation of pursued objectives.[22] Muzi Falconi, T 2006 p.7

Management theories have suggested the need for philosophy role in corporate strategy, although few have realized that PR can fill it for example in their book corporate strategy and the search for ethics. Freeman and Gilbert pointed out that Management theorists have recently made two 'discoveries': (1) Organizations consist of human beings that have values, values that help to explain how managers make strategic choices organizations have found that outside groups-stakeholders-such as customers, suppliers, communities, governments, owners, and employees affect and are affected by the choices organizations make.

Thus freeman and Gilbert started two axioms of corporate strategy: corporate strategy must reflect an understanding of the values of organizational members and stakeholders.[23] Freeman, R, E, Gilbert, D, R1998, pp.6-7.

At the same time, some management theorists maintain that organizations cannot rely on the ethics and responsibility of individuals. They also must incorporate ethics and responsibility into the formal rules, structure, cultural values of those organizations. As Budd said, public relations can make a contribution: It can be the formal mechanism that incorporates questions of ethics and responsibility into organizational decision-making. Public relations is the function that introduces the values and problem of stakeholders into strategic decisions and that introduces a moral element to those decisions.[24] Grunig, J,E, Grunig, L, A. 2003. P.3

For actualization of corporate goals and objectives to be real, public relations and corporate communication must be institutionalized in every organization. Hence having a written philosophy of operations of public relations and communication management is very important to make public relations and communication management takes its strategic position in corporate philosophy, policy and operations.

Philosophy of Public Relations

Public relations is about man, its fundamental function is to **enlighten, educate, emancipate, energize, empower, elevate** and **enrich** man. It can empower an individual through the dissemination of relevant information (education). Therefore the philosophy of **PR** is the philosophy about human kind. To enlighten human beings, a correct concept of man must be possessed. It is important to know the nature of man, this will help in knowing the means of educating man. Because man is not just a biological organism but an animal endowed with reason whose highest dignity is in the intellect.

The nature of philosophy

Philosophy has a vital role to play in human condition and human enterprise. This is because it provides comprehensive interpretation of fundamental issues and the events pertinent to them. It probes into various forms of meaningful language, the shades and differentiations in human communication as well as the analysis and synthesis thereof, it attempts to ensure clarity and understanding in human dialogue and assumptions. It seeks to satisfy man's curiosity regarding life, existence, the beginning and end of things. Philosophy deals with issues such as the basic nature of man, so as to determine the rights and privileges, as well as the responsibilities concomitant with man's nature, the privileges of assessment of **right** and **wrong** in human actions and reactions, the nature of society and the place of the individual within the society, the principles of literary criticism, the under girding assumptions and methods of natural sciences, the attainment by natural reason of the existence of a Supreme Being. It attempts to establish coherence throughout the whole domain of experience and the whole realm of thought. And also provides an avenue for thinking systematically about realities of and inexistence. It uses data and attempts to establish standards for assessing values and judging conduct as well as inquiring into the accuracy of meaning and the logic. It is **speculative, prescriptive** and **analytic,** it can be applied to differing branches of human knowledge and human endeavour.

The nature of public relations

Public relations as a management function helps in defining and achieving organizational objectives and philosophy, adapts to a changing environment and facilitate organizational change. **PR** practitioners communicate with all relevant internal and external publics in the effort to create consistency between organizational goals and societal expectations.

They develop, execute, and evaluate organizational programmes. With the goal of promoting the exchange of influence and understanding among an organization's constituent parts and publics. **PR** nature makes it to constantly adapt to the needs of society. It is practiced in organizations that range in type from giant, multinational companies to small, human service agencies.

It is the specific operating philosophy by which management sets up policies designed to serve both in the company's and the public's interest and a carefully nurtured effort to develop and maintain a strong, resilient and positive consensus from all the publics upon whom the activities of the organization impinge PR professionals are basically responsible for assimilating and communicating information between an organization and its environment.

Their duties go far beyond the skills of communicating like their counterparts in other functional areas of their organization, they must be able to influence policy decision and developing strategies to implement them. **PR** informs, creates ideas, persuades people and makes things happen. It is the organization actions taken to promote a favourable relationship with the public and efforts to win the cooperation of group of people. It helps an organization and its publics to adapt mutually to each other. It is the deliberate planned and sustained effort to establish and maintain mutual understanding between an organization and its publics. It establishes and maintains mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics.

The inter-relation between public relations and philosophy

PR is human-centric, it is based on some philosophy or outlook of life. **PR** is in Philosophy, Philosophy is in **PR,** through communication the accomplishments of past civilization are preserved, the social heritage of language, culture and

philosophies could be transmitted. Although the same fundamental sources of wisdom are opened to all, **PR** theorists might not have homogeneity of opinion regarding the **modus operandi** of different spectrums of **PR.**

The differences of opinion perceptible in **PR** theories and practices stem in part from differing interpretations and emphases given to life and to life's ultimate purpose. Any philosophy that rejects or ignores the dualistic nature of man and portrays him as a mere biological entity or economic animal is deficient. Therefore any **PR** theory that ignores the dualistic nature of man is deficient.

It is in reference to the nature of **PR,** namely, the human being, that the necessary dependence of **PR** on philosophy**,** it is important to distinguish between those elements that are fundamental and constant from those elements that change either in course of their development or through social emphasis. The constant elements are the fundamental truths or principles about man's nature, origin, destiny, and his acknowledgment of the Supreme Being. The variable elements include some theoretical factors, practices, organization, techniques of administration, etc. Even these variable elements might not

be completely open-ended, and could be based on certain fundamentals.

There are basic needs of human beings, **survival, health, freedom, fellowship, Self respect knowledge, fulfillment** and **happiness.** These needs should be considered when planning any **PR** programme, because ignoring them could lead to the failure of such programme.

The essence of philosophy of PR

Comparing **philosophy** in general, the nature of **public relations** and the inter relation between **public relations** and **philosophy,** it becomes easier to conceptualize the essence of **philosophy** of **public relations.**

PR philosophy should be **speculative** or **theoretical, prescriptive,** and **analytic. PR** philosophy can be said to be speculative when it seeks to establish theories of the nature of man, society, and the world. It is prescriptive when it specifies the **ends** that **PR** ought to follow and the general **means** it should use to attain them. It is analytical when it clarifies speculative and prescriptive statements. Analyst examines the rationality of **PR** ideas, their consistency with other ideas, and the ways in which they are distorted by loose thinking. He tests the logic of our concepts and their inadequacy to the facts that they seek to explain.

In dealing with problems, the practitioner should be equipped with the capacity for **reflection, criticism** and **analysis.** It is not enough for the practitioner to be able to apply any set of principles. He should be able to reason as to the fundamental construct, which has given rise to the principles, and critically assess the validity of the entire process.

Objectivity is essential in **PR** philosophy, this would make the practitioner to be able to subject his biases, prejudices, and convictions to impartial valuation. As Seneca said, "When a man does not know to what port he saileth, then no wind is favourable". As practitioner we need to set functional, effective and evaluative goals for every **PR**

programme. As Boyd said "There is little comfort, when we don't know where we are going, in being assured that we are traveling fast". Clarity of objectives is important in **PR** while we try to perfect the **means.**

Attempts to resolve the **'shoulds'** of PR without philosophical analysis is like building a house on the sand. **PR** philosophy should reflect the nature of man, the importance of objectivity, the purpose of **PR,** the **how,** the **why,** the **who** and the **when** of PR programme.

The necessity of philosophy of **PR** is essential in putting **PR** in its right position among the committee of professions. The following questions may arise, should philosophy of **PR** be taken separately or should it be incorporated into, or inter-related with different sectors of **PR** disciplines?

This postulation should be addressed by the practitioners. In all the component of **PR,** philosophical oriented **theories** must be developed, not in contradiction to the general **theories** in **PR,** but complementary to them. [25] Odedele. S 2005

PURPOSE

The study aims at understanding the level of awareness of philosophy of PR among the PR practitioners, academics and students, and its effects on the practice of PR.

GOALS

- To identify the level of awareness of philosophy of PR among the practitioners, academics and students.
- To show the effect of the philosophy of PR on institutionalizing PR and Corporate Communication.

RESEARCH METHODS

Conducting a survey in a university community in the UK, to determine the level of awareness of the philosophy of PR among the practitioners, academics and students. By administering a questionnaire to check up 5 selected branches of philosophy, namely: Theoretical basis, Research, Ethics, Goals/Aims/Objectives and philosophy of PR. 100 copies of the questionnaire were given out , and the respondents were 100.

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RESULT

Tables I

Title	Level of awareness of the philosophy of PR
Objective	To test the level of awareness of the philosophy of PR
Target audience	PR practitioners, lecturers, and students
Date	March – June, 2008
No of respondents	100
No delivered	100
Response rate	100 percent

Table II

1. What is your status?	
Options	Number
PR practitioners	10
Lecturers	10
Students	80
Respondents	100
Response rate	100 percent

Table III

2. Have you ever studied philosophy as a course?	
Options	Number
Yes	80
No	16
Not sure	04
Respondents	100
Response rate	100 percent

Table IV

3. Have you studied public relations as a course?	
Options	Number
Yes	100
No	0
Not sure	0
Respondents	100
Response rate	100 percent

Table V

4. There are similarities between philosophy and public relations:	
Options	Number
Strongly agree	0
Agree	85
Disagree	15
Strongly disagree	0
Respondents	100
Response rate	100 percent

Table VI

5. I have read about philosophy of public relations.	
Options	Number
Yes	96
No	04
Not sure	0
Respondents	100
Response rate	100 percent

Table VII

6. Public relations books/journals that I have studied have a chapter or section on "theory of public relation":	
Options	Number
Strongly agree	0
Agree	100
Disagree	0
Strongly disagree	0
Respondents	100
Response rate	100 percent

Table VIII

7. Public relations books/journals that I have studied have a chapter/section on "ethics":	
Options	Number
Strongly agree	0
Agree	98
Disagree	02
Strongly disagree	0
Respondents	100
Response rate	100 percent

Table IX

8. Public relations books/journals that I have studied have a chapter/section on "goals/aims/objectives":	
Options	Number
Strongly agree	0
Agree	100
Disagree	0
Strongly disagree	0
Respondents	100
Response rate	100 percent

Table X

9. Public relations books/journals that I have studied have a chapter/section on "research":	
Options	Number
Strongly agree	0
Agree	97
Disagree	03
Strongly disagree	0
Respondents	100
Response rate	100 percent

Table XI

10. Public relations books/journals that I have studied have a chapter/section on "philosophy of PR":	
Options	Number
Strongly agree	0
Agree	100
Disagree	0
Strongly disagree	0
Respondents	100
Response rate	100 percent

Table XII

11. The philosophy of public relations should inform every PR practice, academic course/materials and research:	
Options	Number
Strongly agree	30
Agree	70
Disagree	0
Strongly disagree	0
Respondents	100
Response rate	100 percent

The research reveals that the level of awareness of the philosophy of PR is high among the practitioners, academics and students. The responses as shown on the tables are positive. The role of philosophy of PR in institutionalizing the profession is reflected in the survey as the response to the question "11. The philosophy of public relations should inform every PR practice, academic course/materials and research" is positive: strongly agree 30 percent, agree 70 percent.

THE APPLICATION OF PHILOSOPHY OF PUBLIC RELATIONS

The essence of the ideal of philosophy of public relations is to enhance more development of the profession as other institutionalized 5professions, hence it is irrelevant and obnoxious. More theories of public relations and corporate communication should be propounded by the scholars and practitioners, which will bring more development to the study and practice of the profession.

Research is the bedrock of development, scholars and practitioners should engage in relevant researches that will breed more development of the profession. It is also a professional tool which should be used wittily for the success of any public relations and corporate communication program.

PR is an inalienable lubricant in the strategic wheel of management, profitable and result oriented goals/aims/objectives of PR program which are in line with the corporate goals and policy, should be well spelt out at the commencement of any PR program, which should be subjected to periodical review of their functionality and effectiveness.

Public Relations and Corporate Communication programs to be executed by any practitioner should be based on ethics and values, which are not anti-human.

The role of education (body of knowledge) in the development of the profession is very important. More attention should be given to development of education curricula relevant to the study and practice of the profession.

BENEFITS OF PHILOSOPHY OF PUBLIC RELATIONS

- It will enhance the development of the profession.
- It will improve the skills of the practitioners.
- It will influence positively the practice of the profession.
- It will boost the image of the profession.
- It will promote the profession among the comity of professions.
- It will influence the institutionalization of the profession as other professions which have been institutionalized, which have philosophy of operations such as law, medical science, engineering etc.
- It will enable the practitioners to operate on some sets of values.
- It will enhance the development of PR education.
- It will broaden the understanding of the practitioners of human beings, enabling them to implement PR programs that are human centric and result oriented.
- It will enhance effective management of available resources for any PR program by subjecting the allocation of such resources to logical judgement.

CONCLUSION

Although the research reveals that the level of awareness of the philosophy of PR is high, yet there is no written book on it nor a written philosophy of operations of the profession like these courses/professions: law, education, science, history, engineering, and medical science.

PR and Communication Management scholars and practitioners need to be vast in the study of philosophy as it is applicable to the practice.

Institutionalizing the practice in every corporate culture requires that a set of philosophical guides of the profession, which is proactive, and corporately beneficial exists.

"Such a global professional community –which an extended interpretation counts in some 3 million members with annual economic activities exceeding 400 billion euro".[26] Muzi, Falconi, T, 2005, needs a written philosophy of operations and written books of philosophy of PR.

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