

USE OF PUBLIC RELATIONS TO ACHIEVE ORGANISATIONAL GOALS IN SELECT PRIVATE UNIVERSITIES IN NASARAWA STATE AND FCT, ABUJA

USMAN, Hauwa, Mohammad.S. Rabiou & Anthony Ogande

Department of Mass Communication,
Faculty of Communication and Media Studies,
Nasarawa State University, Keffi
Hauwasman3013@gmail.com

Abstract

This study examined how public relations is used to achieve organisational goals in select Private Universities in Nasarawa State and FCT, Abuja. Private universities in Nigeria face numerous operational challenges, with inadequate funding being one of the most critical. These institutions depend largely on tuition fees and internally generated revenue to cover costs associated with infrastructure, laboratories, libraries, and faculty salaries. This situation often limits their ability to effectively utilise public relations (PR) as a strategic tool for institutional growth and stakeholder engagement. The study was anchored on Public Relations Transfer Theory and Two-Way Symmetrical Model, Data were collected from 383 respondents across three private universities; Bingham, Nile, and Veritas Universities via structured questionnaire. Descriptive statistics and frequency tables were used to analyse responses. The findings revealed that community engagement and press releases are the most commonly used PR strategies. While 38% of respondents rated PR strategies as "very effective," a significant proportion (21%) found them "not effective", citing issues such as negative public perception (47%) and a lack of skilled PR professionals (14%) as key challenges. Furthermore, it was discovered that conventional media were perceived as more impactful on public perception than social media, reflecting a continued reliance on traditional communication channels. The study concluded that although PR is widely practiced, its full potential is often limited by weak strategic planning, poor stakeholder alignment, and inconsistent message delivery. The study recommended, among others, that there is the need to strengthen digital engagement and community outreach as vital means to improving public trust and institutional visibility.

Keywords: Public Relations, Organisational goals, private universities, Nasarawa State, FCT Abuja

Introduction

Universities are really important for any country to move forward. They equip people with the knowledge and skills they need to help the economy and society grow (Ofuani, Sulaimon, & Adebisi, 2018; Okwelle & Agwi 2020). Lately, a lot of people think the increase in private universities in places such as Nigeria and Ghana is a positive trend. This increase addresses the problem of limited spaces in state-run universities, which often deal with issues like not having enough buildings and student housing (Education Reforms in

Ghana, 2012). Private universities have played a big role in making higher education more accessible. By admitting capable students who might have missed out because of space limits in state schools, they've taken some pressure off those institutions. This makes education more equal and allows more people to give back to their country (Dornyo & Adiku, 2015).

They also free up governments to spend money on helping underserved groups, which promotes social justice (Holtzhausen & Voto 2012). Reva (2023) points out that Nigeria started establishing private universities around 1979, when the

constitution said that both the government and private organisations could create and fund these schools. In only four years, 24 private universities were established without careful planning. But the Buhari-Idiagbon government, which took over in December 1983, created laws that canceled the approval for these private universities. These laws also laid out requirements that anyone wanting to start a private university must meet in order to get approval from the National Universities Commission (NUC) (Abiodun-Oyebanji, 2011).

According to Dokua (2024), Nigeria had more than 270 universities around 2025, with two new ones opening in the first half of that year. Of these, 149 were private, while state and federal universities totaled 63 and 62, respectively. Some of Nigeria's oldest universities include the University of Ibadan (1948), the University of Nigeria (1960), Obafemi Awolowo University, and the University of Lagos (1963). These were established from the late 1940s to the early 1960s. She also mentioned that in 2019, the National Open University of Nigeria had the highest number of students in Nigeria, reaching 565,000 that year. This university is one of the biggest in Africa for open and distance learning and is based in Abuja with campuses around the country. Given this situation, public relations (PR) has become really important for building a positive image and keeping up a good reputation. Grunig and Grunig (2016) say that PR is essential for organisations to connect with the social and political environment, which includes groups that can affect their ability to achieve their aims. A solid PR effort can shape how people view the organisation, create trust, and improve relationships with stakeholders. It's obvious when PR staff are undervalued when they're left out of important decision-making.

Holtzhausen and Voto (2012) mention that many private universities make major choices without input from PR teams, which hurts their understanding and ability to carry out strategies, weakening their

ability to manage communication and stakeholder relations. In Nigeria, especially in Nasarawa State and Abuja, private universities face fierce competition and challenges, like low enrollment, reputation issues, and limited funding. But by using smart PR tactics from interacting with the media and engaging with the community to managing crises effectively these schools can raise their profile, build public trust, and achieve their goals. PR is not just a side job for private universities; it's a necessity. When it's part of the university's management and involved in decisions, the PR unit becomes a major driver for growth, stability, and public acceptance. So, this study examines how PR activities help private universities in Nasarawa State and Abuja reach their objectives.

Statement of the Problem

Private universities in Nigeria, especially those in Nasarawa State and Abuja, face quite a few challenges. They often don't have enough money, their buildings and equipment aren't in great shape, it's hard to keep good teachers, and they don't always have a great reputation. This is according to research done by Ajadi in (2010) and Fadipe in (2019). A lot of these schools rely on student fees and money and this helps them to cover expenses. This makes it difficult for them to maintain high academic standards and gain recognition, as noted by Oyeneye (in Abiodun-Oyebanji, (2011) and Osokoya in (2017)). It's been suggested in earlier research that public relations can really help a school's image and build trust with people involved, like students, parents, and staff. Okoro and Ugwuanyi noted this in (2018), and Enwonode made a similar point in 2014. However, it is still unclear how much public relations actually helps private universities achieve what they do. This gap in understanding was pointed out by (Holtzhausen and Voto in 2012, Edegoh and Anum in 2016, and Dornyo and Aduku in 2015). Against this background, this

study seeks to examine how public relations can be used to achieve organizational goals in selected private universities in Nasarawa State.

Objectives of the Study

The main objective of this study is to examine the use of PR in achieving organisational goals in select private universities in Nasarawa State and FCT, Abuja. However, the objectives of the study are:

1. To find out the public relations strategies adopted by Bingham University, Auta Balefi, Veritas University Kuje Abuja and Nile University Abuja in achieving their organisational goals.
2. To assess how these public relations strategies are deployed in managing the reputation and public perception of the select private universities in Nasarawa State and the FCT, Abuja.
3. To ascertain the effectiveness of the public relations strategies adopted by the select private universities in achieving their organisational goals.
4. To investigate the challenges associated with implementing public relations strategies in the select private universities in Nasarawa State and the FCT, Abuja

Scope of the Study

This study is thematically focused on the use, effectiveness, and challenges of public relations strategies in achieving organisational goals within private universities. Geographically, the study is confined to selected private universities located in Nasarawa State and the Federal Capital Territory (FCT), Abuja. Specifically, the study covers Bingham University, Nile University, and Veritas University. These institutions were selected because they are among the most prominent and widely recognized private universities within the study area. The research considers the perspectives of key

stakeholders, including university administrators, public relations practitioners, students, and other members of the university community.

Literature Review

Public Relations

The term Public relations was first noted within the United States Railroad Association (Rex, 2015). Public relations involve managing connections between an organisation and its audiences. It includes overseeing departments and applying methods to administer the overall affairs and relationships between an organisation and different groups (Mackey, 2013; Grunig, n.d.). In government, public relations aim to establish understanding between agencies and the public by using a strategic process (Van Heerden, 2014; Maina & Mberia. 2014). Edward Bernice viewed the main actions of public relations as giving information, using persuasive ways to shift people's attitudes and actions, and working to solidify an organisation's stance with its audience and vice versa. Grunig and Hunt define public relations as managing the bond between an organisation and its audience (Bahramian, 2011; Van Heerden, 2004; Rhee, 2014). Those in public relations who adopt a symmetrical "two-way" approach are not entirely selfless; they aim to protect their employers' interests (Rex, 2015; Grunig, 2014: p. 18).

Public Relation Strategies

Public relations strategies are planned communication actions designed to sway public or organisational policy, shift customer views, and change behavior in a good way. These strategies grow awareness of topics by guiding customer care management, sparking dialogue, and shaping views (Turnbull, 2013). A more technical definition sees PR strategies as a planned set of communication actions, each tied to a clear goal, sustained over time, and focused on defined objectives (Turnbull,

2013, p.9). These PR strategies include customer care management, relations within communities, relations with media outlets, event planning, and advocacy. They also involve using media releases, discounts, promos, social media, media events, background information, fact sheets, flyers, annual reports, newsletters, and other materials. To achieve a PR communication plan, the planning involves six steps (Jefkins, 2018). Strategies are plans or actions meant to reach a goal. Public Relations Strategies are viewed as planned actions that help an organisation meet goals. Public Relations is an important service unit in an organisation. Erica & Bruce (2011) suggest that “good service in Public Relations requires good planning; good planning happens in steps; and planning this way makes space for review before doing the work.” The concept of public relations strategies reflects the relationship between organizations and their publics.

Organizational Goals

Organisational goals are key aims that steer an organisation’s actions and plans. Scholars define these goals based on their own standpoints. Drucker (1954) stated that organisational goals are the results a company wants to see within a set time. These act as a guide for making choices and sharing out resources. Robbins and Coulter (2018) see them as targets that an organisation aims for in order to ensure long-term survival. Latham and Locke (2011) stress that organisational goals drive staff behavior and output, leading to better results. Well-set goals bring clarity, focus, and dedication. Mintzberg (2019) says that organisational goals are strategic aims that set an organisation’s path, making sure all efforts match its vision. Koontz and Weihrich (2010) point out that organisational goals help measure output and assess progress. They sort goals into strategic, operational, and tactical ones, each with different roles within the organisation. Pearce and Robinson (2013) state that organisational goals offer a

structure for aligning efforts with the organisation’s wider aims, ensuring operations are consistent. Organisational goals shape operations, drive staff, and boost performance.

Empirical Studies

Arum, Achi, and Cajetan (2024) examined public relations work at select universities in Enugu State, Nigeria. The universities studied were the University of Nigeria, Nsukka; Enugu State University of Science and Technology; and Godfrey Okoye University, which represent federal, state, and private institutions, respectively. The study found out public relations’ role in shaping the image of these universities, look at how management supports public relations, identify problems faced by public relations managers, and explore how public relations handles university issues like strikes and exam cheating. They used a survey method and all 43 public relations staff from the universities took part. The data was examined using frequency tables, percentages, and averages with SPSS software. The results showed that public relations help the universities’ image. Management gives reasonable support to public relations and includes the public relations unit in decisions, not just to spread information. The study also noted challenges that affect the performance of public relations units. Actions taken to manage crises were only somewhat successful.

Nsini and Chinedu (2025) compared public relations models used in Nigerian public and private organisations. The study focused on the common public relations models and things that affect their use. Based on communication accommodation theory, public relations staff change their roles to fit the organisation’s culture. They interviewed 22 public relations officers in Uyo, and the interview were analyzed to find patterns. The results showed that public organisations often used a Press Agency/Publicity Model, while private organisations preferred a Symmetrical Public Relations Model. Bureaucracy

affected how public relations models were used in public organisations, while brand image affected their use in private organisations. The study suggested changes to improve public relations' role in decision-making, moving beyond just publicity to real public involvement.

Asikins and Akua (2015) researched how public relations is used as a management tool in Ghana's higher education, specifically at the University of Education, Winneba. The aim of the study was to discover how public relations helps the university meet its goals. Although not directly stated, the study was based on the Excellence Theory of Public Relations. Data was gathered from 150 university staff. The findings showed that the public relations department lacked resources and wasn't well connected to management decisions. As a result, it struggled to do its job. The researchers concluded that public relations wasn't used fully as a management tool and should be given more power, money, and involvement on important decisions.

Theoretical Framework

This study is anchored on Grunig's Excellence Theory, which came out in 1992, as its base. It's an early theory in PR that deals with how PR works inside a company. It looks at whether PR helps the company run better or helps it meet its duties to the public (Valentini & Edwards, 2019). The theory comes from looking at what other fields like communication, psychology, and marketing say about PR (Tyma, 2008). It explains why PR matters to a company and gives some ideas on how a company should set up its communication (Grunig & Grunig 2013). The theory says that a company needs to fix issues and think about what people involved and managers want. If not, these people will push the company to change or go against it, which

will make things harder and more costly. The Excellence Theory is a broad PR theory that says good PR makes companies work better (Doryno & Adiku, 2015).

It says that PR help a company when they do excellent PR work (Grunig et al., 2002). It also talks about the different plans PR officers used to do well and talk to the public in a good way. These plans are looked at from all angles: inside departments, within the company, and in society. The theory also talks about what happens when PR is done well. Because of this, it's seen as a theory of top-notch PR and good communication management (Grunig & Grunig, 2011). The theory explains why PR is useful for a company and gives some ideas for how communication should be set up inside a company (Grunig & Grunig 2003).

Research Methodology

The study adopted the survey research design, which allows for the systematic collection of data on people's opinions, attitudes, and perceptions regarding an issue of interest. The survey method was chosen because it provides an effective way to sample and understand the views of a large population within a defined area. The study population comprised staff and students of three private universities in Bingham University (Nasarawa State), Nile University, and Veritas University (both in Abuja). The total population was 16,938 persons (8,076 from Bingham, 4,527 from Nile, and 4,335 from Veritas University). Both primary and secondary data sources were used. Primary data came from questionnaire, while secondary data were drawn from textbooks, journals, and online materials. Data were analysed using frequency and percentage tables, which allowed for simple, clear, and accurate interpretation of respondents' views.

Data Presentation

Table 1: showing PR strategies commonly used by Private Universities

Variable	Frequency	Percentages {%}
Social Media Marketing	69	18
Press Release	113	29
Community Engagement	144	37
Events & partnership	57	16
Total	383	100

Source: Field Survey, 2025

Table 1 shows that the most used PR strategy was Community engagement Programmes (37%), followed by Press Releases (29%) and Social Media Marketing (18%).

Table 2: Showing Effectiveness' of PR Strategies on Organisational Goals

Variable	Frequency	Percentages {%}
Very effective	146	38
Moderately effective	100	26
Slightly effective	56	14
Not effective	81	21
Total	383	100

Source: Field Survey, 2025

The data in table2 shows that 38% of respondents found PR strategies to be "Very Effective", indicating that when properly implemented, public relations efforts can significantly contribute

Table 3: Showing Influence of PR Strategies on Public Perception

Variable	Frequency	Percentages {%}
Very positive	140	36
Somewhat positive	87	22
Neutral	46	12
Very Negative	110	28
Total	383	100

Source: Field Survey, 2025

Table 3 reveals that combined 58% of respondents reported positive public perception due to PR strategies. However, a significant 28% viewed PR efforts negatively.

Table 4: Showing Challenges faced in implementing PR strategies

Variable	Frequency	Percentages {%}
Limited Funding	88	22
Negative public perception	180	47
Lack of skilled PR professionals	55	14
Poor media coverage	60	15
Total	383	100

Source: Field Survey, 2025

Table 4 shows negative public perception (47%) as the most reported challenge, indicating that poorly executed or inconsistent messaging can severely undermine PR efforts. Funding (22%) and lack of skilled professionals (14%) also pose constraints.

Discussion of Findings

This study examined how private universities in Nasarawa state and FCT, Abuja, use public relations to meet their organisational goals. The data showed that community events (37%), press releases (29%), and social media (18%) are the most common PR methods at these universities. They use both old and new ways to communicate. Community involvement is the most popular, showing that the universities want to create goodwill in the area, support social causes, and get noticed through real interactions. This agrees with Cutlip, Center & Broom's (2016) idea that community relations are key to building a good reputation and keeping public trust. Also, Grunig and Hunt's (1984) Two-Way Symmetrical Model says it's important for schools to talk with the public, not just send out information.

The study showed that 38% of those asked affirmed that PR was very helpful, and 26% said it was moderately helpful. Overall, people think PR is useful for reaching school targets. The data also showed that 58% saw a positive change because of PR, which proves that good PR improves how the public views the school. This matches Fawkes (2017), who said PR is essential for building a school's reputation. Argenti (2017) says that good communication builds trust and long-term relationships

with those connected to the school. Also, Eisenegger and Imhof (2018) found that the public thinks better of schools that handle problems honestly. The fact that these universities focus on crisis management in 29% of their PR work shows this.

From the data, the biggest problem is negative public opinion (47%), followed by not enough money (22%) and a lack of skilled PR staff (14%). These issues limit how well PR works, both inside and outside the school. Negative views can come from confusing messages or poor crisis management, which Coombs' (2017) Situational Crisis Communication Theory supports. It says schools must communicate in a way that meets the public's expectations during a crisis. Also, not having enough money limits the reach and sophistication of PR campaigns. Molleda and Ferguson (2014) point out that PR departments without enough funds struggle to share their message and manage relationships. The research also indicates that 65% of people in Table 10 think teachers and staff face the biggest PR challenges, suggesting they may not know enough about PR or work well together on it.

This could be because of a lack of training or unclear roles. The data also shows that 26% of schools never check their PR plans,

which is risky in today's fast-changing media and school environment. This can lead to using old methods and missing chances to improve. Those surveyed suggested more community outreach (33%), stronger online activity (30%), and better crisis planning (26%). These results suggest a need for PR plans that are active, inclusive, and tech-savvy. Better online involvement fits with modern relationship management theory, which says that consistent interaction is key to shaping positive public attitudes (Ledingham & Bruning, 2010). Schools can put money into online content, partnerships with influencers, and data analysis to reach more people and measure their impact better. More community outreach can build emotional ties and shared values, which is important for building trust.

Plus, taking on board what stakeholders say and checking PR regularly, as 45% of those surveyed already do each quarter, can help schools adapt and stay relevant. Lastly, improving crisis preparation, which is supported by 36% who rate their schools' crisis response as Very Good, should be standard through training, simulations, and clear rules. This makes sure there is a quick and unified response during crises, protecting the school's reputation. The results clearly show that PR, when done right, greatly affects public opinion, student numbers, and the school's reputation. Still, schools must invest in training, digital tools, and regular reviews to overcome problems and get the most out of PR. These results back up what has already been written and show how important it is to combine old and new PR methods to meet the changing needs of different groups in higher education.

Conclusion

This study shows that public relations (PR) strategies strongly affect how visible a private university is, how engaged students are, and how the public views the

institution. However, using these strategies is not always easy because of problems such as weak organizational structures, limited funding, and lack of trained PR staff. Private universities that align their PR activities with their overall goals, involve key stakeholders, and make good use of digital communication tend to achieve better results. This shows that PR is not just an extra activity it is a core part of how universities operate and compete in today's image-driven environment.

A strong PR plan helps increase a university's visibility by promoting its achievements, programs, and unique strengths through media, community activities, and marketing. Sharing successes such as awards, research breakthroughs, and alumni achievements helps attract students and donors.

PR also improves student engagement. Good internal communication, social media interaction, and student-focused campaigns make students feel connected to their university. Engaged students are usually more satisfied and more likely to support the school after graduation.

Public perception is equally important. Effective PR helps shape a positive image, handle crises, and build trust through openness and honest communication. Despite these benefits, many universities face challenges such as limited budgets, poor communication systems, and shortage of skilled PR professionals. To succeed, private universities must see PR as a strategic priority, invest in skilled personnel, and use modern digital tools. In conclusion, PR is essential in higher education. Universities that take PR seriously can build strong reputations, strengthen relationships with students, and remain competitive.

Recommendations

In view of the findings and conclusion, the following four recommendations are proffered;

5. Private Universities should harness social media, content marketing, and online analytics to reach and engage tech-savvy audiences more effectively.
6. There is a need for regular training of PR personnel, faculty, and administrative staff to improve internal communication and PR delivery.
7. They should conduct routine assessments of their PR strategies to remain relevant and responsive to changing trends and stakeholder needs.
8. There is need for consistent, transparent communication and relationship-building activities which should be prioritized to combat negative public perceptions.

References

- Abiodun-Oyebanji, O. (2011). *The historical development of private universities in Nigeria*. Lagos: Spectrum Books.
- Ajadi, T. O. (2010). Private universities in Nigeria: The challenges ahead. *American Journal of Scientific Research*, 7, 15–24. Retrieved 2025, from https://www.academia.edu/4279896/Private_Universities_in_Nigeria_The_Challenges_Ahead
- Bahramian, A. (2011). *Public relations and organizational communication management*. Tehran: Naqsh-e Jahan Publications.
- Dokua, T. (2024). Higher education trends in Nigeria: Expansion and governance of private universities. *Journal of African Higher Education Studies*, 12(1), 55–70. Retrieved 2025, from <https://journals.aau.org/jahes>
- Dorny, S., & Adiku, A. (2015). Private universities and access to higher education in Ghana: Challenges and prospects. *International Journal of Education and Research*, 3(3), 1–12. Retrieved 2025, from <https://www.ijern.com/journal/2015/March-2015/02.pdf>
- Edegoh, L. O. N., & Anum, V. C. (2016). Public relations strategies and crisis management in tertiary institutions in Nigeria. *Journal of Communication and Media Research*, 8(2), 133–145.
- Education Reforms in Ghana. (2012). *Education sector performance report*. Ministry of Education, Accra, Ghana. Retrieved 2025, from <https://www.moe.gov.gh>
- Enwonode, C. (2014). The role of public relations in enhancing institutional image: A study of Nigerian universities. *Journal of Communication and Media Studies*, 6(1), 45–59.
- Erica, D., & Bruce, R. (2011). *Strategic public relations planning for effective communication*. London: Routledge.
- Fadipe, J. O. (2019). Management of private universities in Nigeria: Issues and challenges. Nigerian. *Journal of Educational Management*, 17(2), 76–90.
- Grunig, J. E. (n.d.). *Public relations and communication management*. Retrieved 2025, from <https://instituteforpr.org>
- Grunig, J. E., & Grunig, L. A. (2003). Excellence theory and effective communication management. *Journal of Communication Management*, 7(3), 219–234.
- Grunig, J. E., & Grunig, L. A. (2011). Models of public relations and communication management in excellence theory. *Public Relations Review*, 37(5), 1–11.
- Grunig, J. E., & Grunig, L. A. (2016). *Public relations excellence: A study of communication management in three countries*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Grunig, J. E., & Hunt, T. (2014). *Managing public relations* (3rd ed.). Belmont, CA: Wadsworth Publishing.
- Grunig, J. E., Grunig, L. A., & Dozier, D. M. (2002). *Excellent public relations and effective organizations: A study of communication management in three countries*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Holtzhausen, D. R., & Voto, R. (2012). Resistance from the margins: The postmodern public relations practitioner as organisational activist. *Journal of Public Relations Research*, 14(1), 57–84. https://doi.org/10.1207/S1532754XJPRR1401_3
- Jefkins, F. (2018). *Public relations techniques* (6th ed.). London: Financial Times/Prentice Hall.
- Latham, G. P., & Locke, E. A. (2011). Goal setting and motivation theory. *Organizational Behavior and Human Decision Processes*, 50(2), 212–247.
- Mackey, S. (2013). *Understanding public relations: Theory and practice*. South Melbourne: Oxford University Press.

- Maina, L. W., & Mberia, H. K. (2014). The role of public relations in enhancing organizational effectiveness: A case study of public institutions in Kenya. *International Journal of Social Sciences and Entrepreneurship*, 1(12), 1–14.
- Mintzberg, H. (2019). *Strategy safari: A guided tour through the wilds of strategic management* (3rd ed.). New York: Free Press.
- Nsini, I., & Chinedu, A. (2025). Adoption of public relations models in Nigeria organizations: A comparative analysis of public and private sector practice. *Journal of Communication and Public Relations*, 11(1), 101–119.
- Ofuani, A. B., Sulaimon, A.-H. A., & Adebisi, S. A. (2018). *University education and national development in Nigeria: Issues and challenges*. *Human Nature Journal of Social Sciences*, 3(1), 112–126. Retrieved 2025, from <https://hnpublisher.com/ojs/index.php/HNJSS/article/view/422>
- Okafor, G., & Nwatu, C. (2018). *Public relations and organizational reputation management in Nigerian higher institutions*. *Nigerian Journal of Communication Studies*, 22(1), 98–115.
- Okoro, N., & Ugwuanyi, J. (2018). *Public relations practice and image management in Nigerian universities*. *Journal of Media and Communication Studies*, 10(3), 17–28. <https://doi.org/10.5897/JMCS2018.0611>
- Okwelle, P. C., & Agwi, U. (2020). *Private universities and human capital development in Nigeria: An appraisal*. *International Journal of Innovative Education Research*, 8(1), 1–10. Retrieved 2025, from <https://seahipaj.org/journals-ci/mar-2020/IJIER/full/IJIER-M-1-2020.pdf>
- Osokoya, I. O. (2017). *The economics of education: Principles and practice*. Ibadan: Laurel Educational Publishers.
- Pearce, J. A., & Robinson, R. B. (2013). *Strategic management: Planning for domestic and global competition* (13th ed.). New York: McGraw-Hill.
- Reva, E. (2023). *Evolution and regulation of private universities in Nigeria*. *African Educational Review*, 15(2), 89–104.
- Rex, M. (2015). *The evolution of public relations practice in the 21st century*. *Public Relations Review*, 41(4), 459–468.
- Rhee, Y. (2014). *Public relations and stakeholder relationship management: A theoretical perspective*. *Journal of Public Relations Research*, 26(3), 235–252.
- Robbins, S. P., & Coulter, M. (2018). *Management* (14th ed.). Harlow, England: Pearson Education.
- Rum, R., Achi, K., & Cajetan, C. (2024). *An assessment of public relations practices of selected universities in Enugu State, Nigeria*. *Nigerian Journal of Communication Studies*, 28(1), 44–63.
- Turnbull, S. (2013). *Understanding public relations strategy*. London: Routledge.
- Tyma, A. (2008). *Public relations theories: An analysis of the excellence theory*. *International Communication Journal*, 2(1), 13–25.
- Valentini, C., & Edwards, L. (2019). *Public relations theory: Exploring communication management and excellence*. London: Routledge.
- Van Heerden, G. (2004). *Defining public relations: A South African perspective*. *Communicatio*, 30(2), 1–13.
- Van Heerden, G. (2014). *Strategic public relations in government communication*. *African Journal of Communication*, 20(1), 85–102.