CHAPTER I

INTRODUCTION

1.1 FRAME WORK OF STUDY

Now a day's Corporate Communication has considered vital for industry and corporate affairs and proved its importance for social functioning and peaceful survival. Corporate communication's principles give management policy inputs to cover their social commitments as core objectives and thus help and motivate organizations to establish their corporate social responsibility and community relations initiatives.

This is Corporate Communication that establishes mutual relationship with stakeholders of the company through regular and dialogic Communication model and helps organizations to develop relations at every level. In fact it is very firmly believed that active corporate communication mechanism of company reduces the grievance-raising pattern of the organization. Due to its provocative, dialogic, harmonically and cordial approach, Corporate Communication, if it performs properly, not only solves the unrest situation at start but also convert neutrals and non-interested people into active advocates of the company. Thus the corporate communication helps the marketing and branding efforts also. Corporate Communication is an important boundary spanning function between the organization and the environment. Corporate Communication requires communication strategy that describes the general reputational position that an organization aims to establish and maintain with its stakeholders.

Therefore modern corporate world and functional democratic society both need help of corporate communication at every march of life. It is assumed as a discipline capable to sway public opinion for organization's cause and generate major favor for it. To fulfill such expectations corporate communication person stands with the will & wish of public.

Corporate Communication has emerged as a main stream discipline in India now days. In modern functional society and liberalized corporate culture this profession has gained reputation and proper recognition. It has recognized as an integrated part

of modern organizational management and has become essential for public counseling, image promotion, to sway public opinion and create favorable environment. No organization can take risk of avoiding CC practices as it has proved through various researches that positive image of the organization and mutual relation with their public generate brand value for them and absence of these things lead them towards crisis situation and market and monetary loss.

Corporate communication is omnipresent now and covers a number of activities under its name. Image promotion and management, Media relations, Costumer relations, Retailers relations, Crisis communication, Liaisoning, Persuasion, Propaganda, Publicity, Community relations, Publications and a number of activities are organized by CC departments. Now it is perceived as a noble profession, potential industry, academic discipline and an attractive career in our country. It has been established as a premiere business activity and is a more than 10,000 crore rupees annual turnover industry now. It is very vital in public dealing, image management, media relations and human relations. Now days it has started attracting individuals also as they take PR/CC consultancy to flourish their image among the members of society. Apart from, nonprofit organizations and other organizations involved in public dealing, also keen in taking the benefit of this profession.

Corporate Communication has got fillip in our country after 1991 when government had adopted liberalized economic policy. A new age of corporate dominance and rise of India ink, coming of multinationals, starting of dominancy of modern management system etc have boosted the PR profession and created a good opportunity for the discipline. Very soon it had find its place and established as the profession of the new economic system. In post modernized world corporate communication became attractive phenomenon because of its capacity to promote the new cultural and social order.

Corporate Communication is the complex art of influencing and shaping their amorphous mass of public opinion towards desired organizational goals. Thus we can say that it is an integrated part of modern management functioning. Corporate Communication now recognized as essential management function as it is considered and included as important part of management by managers now days. Through it

multi-faced expertise corporate communication helps organizations achieving their goals as a strategic management function.

In fact, an organization needs cordial relationship with its stakeholders, it wants to manage functioning environment and relationship through identification of problems, responding to them and making necessary adaptations.

Now a day's Corporate Communication not only considered as vital for industry and corporate affairs but also proven its importance for social functioning too. Corporate communication principles give management policy inputs to cover their social commitments as core objectives and thus help and motivate organizations to establish their corporate social responsibility and community relations initiatives.

Therefore modern corporate world and functional democratic society both need help of corporate communication at every march of life. It is assumed as a discipline capable to sway public opinion for organization's cause and generate major favor for it. To fulfill such expectations corporate communication person stands with the will & wish of public.

Now a day the term corporate has become a back bone for any country as the activities of corporate sector not only impacts the business community but the whole nation and their progress is dependent on it. The term corporate simply refers to the business activities and commercial organizational activities such as production and marketing are recognized as the core part of corporate activities. Such organizations are called corporate organization when their job is done through formally organized group of people where in their role and responsibilities are predefined and they run with predetermined objectives and comprehensive and scientific system of management.

As we know communication is very vital for any organization. Organizational communication takes place through various means and methods and to achieve different objectives. According to structure and function such communication can be divided into formal and informal communication. All black and white communications like orders, notices, guidelines etc are example of formal communication and all promotional and motivational communication can be considered as the informal way of communication. The role of corporate

communication is very important in dealing informal communication matters and thus it is considered as the important management function.

In the corporate world where organized industrial and business activities, usually at large scale, organized and conducted, Corporate Communication plays its part with the help of application of tools and strategies to establish the message and to develop a link between public and the organization. Corporate communication has become important function in the post liberalized India. This period was started from 1991 in our country with opening the doors of closed economy for global players. As strategic function it contributes in designing policy and strategy to accomplish pre-determined organizational goal. Through persuasion, negotiation and management it helps in corporate functioning and through information function it contributes in creating awareness and informed citizenry of organization. These functions contribute significantly and the smooth functioning of the organization very much dependent on it.

In so many companies, communication practitioners feel undervalued, their strategic input in decision making is compromised and seniors managers and CEOs feel powerless because they do not understand the events that are taking place in the company`s environment, and how these things can affect the company`s profit and operation. When communication practioners and seniors managers recognize and diagnose the communication related management problem and understand appropriate strategies and course of action for dealing with these. So such kind of understanding not only functions of corporate communication, even it empowering this. Corporate Communication demands an integrated approach to managing communication. Corporate Communication transcends the specialties of individual communication practioners (branding, media relations, investor's relations, public affairs, internal communication etc) and crosses these specialist boundaries the harness the strategic interest of the organization at large.

Many organizations also include philanthropic, activity, crisis and emergency communication, and advertising as part of their Corporate Communication. Emerging technologies such as Internet and World Wide Web are becoming new multimedia manifestations for corporate communication. These new technologies underscore the global actor of communication. In practice corporate communication is a kind of

strategic tool by which a company try to gain significance with the help of their executive or corporate manager over the competitors. They use to lead, motivate, persuade and inform employees and the public as well.

Richord Edelman, CEO of Edelman, the world`s largest independent largest agency, highlight the strategies role of Corporate Communication as follows: ‘we used to be tail on the dog, but now the communication is organizing principal behind many business decisions’.

1.2 WHAT IS CORPORATE COMMUNICATION

There are various approaches about corporate communication by which a department of organization sets all kind of communication activities either internal or external manage and orchestrating to create a favorable point of view among stake holders on which company depends.

It is the way in which a company gives public and its employee’s information about its aims and what it is doing. (Cambridge dictionary).

Corporate Communication practioners in a organization build, maintain and protect company`s reputation with its stakeholders. Corporate Communication plays an important role in organization to create identity, build the brands and manage the reputation. It is long term strategic initiative created within a company to communicate its corporate brands its massages. (Joseph Fernandez)

Corporate Communication is the term used to describe a wide variety of management functions related to an organization`s internal and external communication .it is include public relation, investors relations, employees relation, community relation , advertising media relations, labour relations, government relations, technical communications, training and employee development, marketing communication and management communication. (Michel B Goodman, Theory and practice)

The sharing of information within a business, corporate communication elements of a corporation to facilitate corporate communication, a business manager will usually

need to have or develop considerable interpersonal skill such as effective speaking, writing and listening in order to best assist information sharing within their department. (www.Businessdictionary.com)

Van Riel (1995) set three branches of corporate communication first management Communication (by senior managers), second marketing communication (advertising, sponsorship, sales promotion, direct mail), third Organizational communication (public relation, corporate affairs, investor relation, environmental and internal communication). (Richard R Dolphin: The Fundamental of Corporate communication)

Argenti and Forman (2002) opined that corporate communication is the corporation's voice and the images it projects for itself on the world stage populated by its various audiences, or what can be referred as its constituencies i.e. a combination of meetings, interviews, speeches, reports, image advertising and online communication.

Ideally, corporate communication is an attitude towards communication or a set of mental habits that employees internalize. The result is good communication practices that permeate an organization and are present in all its communication with constituencies.

According to Cornelissen (2004), Corporate Communication is a management function that offers framework and vocabulary for the effective coordination of all means of communications which the overall purpose of establishing and maintaining favorable reputations with stakeholder groups upon which the organization is dependent.

Van Riel (1992) holds a functional view of corporate communication. 'Communication is increasingly gaining the status of a valuable, if not indispensable management tool, together with the obligations that such a status carries' (1992, 1).

Corporate communication function from what he called 'basic forms of communication', i.e. management communication, marketing communication and organizational communication, which are encompass by corporate communication. Anion these three forms, management communication between managers and the

company's target groups takes up a key role, because management communication is necessary 'not only to transmit authority, but also to achieve cooperation' (1992).

In this model, developing a common vision, creating an atmosphere of trust, accompanying change processes and motivating employees become core internal tasks of corporate communication. While externally selling the vision to target groups is a key function. Marketing communication is viewed as comprising. Communication activities which 'support sales of particular goods and services'. Most of these activities are persuasive in character, stressing product benefits in order to 'create favourable impressions.

Bruhn (2003) defines integrated corporate communication as a planning and organization process which follows the aim of creating a single unit out of various differentiated sources of internal and external communication provided by a company. Only this way, he argues, is it possible to create a consistent' appearance of the company towards all target groups.

Integration, in Bruhn's (2003) model, affects the use of all communication instruments. And contains three aspects: (1) content. (2) Formal aspects, and (3) timing. The integration of content means an alignment of the messages and issues used in all means of communication towards concrete key objectives of corporate communication.

Bruhn argues for formal integration of communication a far-reaching standardization of all design rules applied to the various communication instruments, i.e. of corporate design. Logos, slogans, and so on. An alignment of timing is viewed as necessary in order to ensure that all communication activities support each other

According to Cornelissen (2004, 17-18), in this strand of research a double focus is put on corporate communication, i.e. it is viewed both as the execution of communication activities and as the set of analysis, planning, execution and evaluation processes associated with these activities. In summary, it is common for all these theories to view corporate communication as a management instrument from a functional perspective. Five theories were selected as a basis for the literature review in this study.

Grunig and Hunt's (1984) concept of communication management. This concept has continuously been refined throughout the last two decades (Grunig and Dozier 1992), with an ongoing focus on public relations within the overall corporate communication framework.

Argenti's theory of corporate communication,. it is one of the most frequently quoted works on corporate communication and ranks amongst the theories most prominently defending the notion of corporate communicational as a functional area of management equal in importance to finance, marketing, and production. (Argenty2003).

In a broad definition of public relations as communication management public relations / communication management is broader than communication technique and broader than specialized public relations programs such as media relations or publicity. Public relations and communication management describe the overall planning, execution, and evaluation of an organization's communication with both external and internal publics groups that affect the ability of an organization to meet its goals' (Grunig 1992. 4-5).

Corporate communication, according to this definition follows the purpose of mediating between top management, in Grunieg terms the 'dominant coalition', and external as well as internal publics. In this process, all publics should be treated equally. But it is assumed that there are differences of opinion between company and audient.

The refinements of Grunig original model follow the maxim of excellence, Grunig (2002. 11) conclude that 'for public relations to be excellent. Public relations must he viewed as symmetrical, idealistic and critical and managerial.' 'Symmetrical' means that corporate communication manager serve the interests of both parties- company and audiences 'while still advocating the interests of the organizations that employ them. 'Idealistic and critical' refers to the demand that corporate communication managers should he granted the right to propose opinions of the audiences to management in a critical manner.

1.3 FUNCTION OF CORPORATE COMMUNICATION:-

1.3.1 Operator of communication activities of an organization for image promotion, to establish and sustain relationship and branding-

Corporate Communication on behalf of organization handles the communications activities and most of its efforts are aimed at promoting image of the organization and to establish and sustain relationship between organization, public and their stakeholders.

1.3.2 Mobilizes internal and external support behind corporate objectives-

This is one of the most important strategic responsibilities of Corporate Communication. Corporate Communication on the one hand helps in mobilizing publics, investors, stakeholders, government towards organizational goals and on the other hand it works for removing doubts and communication gap among them. By creating informed publics it cultivates motivated support and helps in smooth functioning and harmony in the organization.

1.3.3 Responsible for effective and timely dissemination of information-

Information is very important element of maintaining dynamics and public satisfaction. Corporate communication tells public what organization thinks about them, what organization do for them, what are the policies and programmes of the organization. It serves as the information source for new members, visitors, interested consumers, and media and thus image of active and functional organization is depicted.

1.3.4 Manager of persons, activities and procedures for organizational communication-

As a felicitator of internal communications corporate communication helps and coordinate in designing, giving advices in policy making, and conducting procedural modules for internal communications. Meeting with top management, employee-employer communication, dealers communication, media interaction, speaker of the organization are some of the activities of corporate communication that helps

organizations to create environment of communication and interaction among the members.

1.3.5 User and developer of tools to communicate with the specific organizational relaters-

Corporate communication as specialist of holistic communications designs and develops tools for communication with specific organizational relaters. In case of communication with media it works with press conference, press release, backgrounders, by developing coffee table book, information brochure, publication of newsletters and house journals, it serves the basic information needs of the new members. It creates specific online and conventional media messages to interact with sections of public such as financial publics, customers, and legislatures, surrounding population and contributes in creating positive image environment of the organization.

1.3.6 Essential part of corporate management-

Now day's public relations is considered as one of the important part of organizational management. It is manager of communications with internal and external publics. It advices are utilized to develop appropriate communication strategies for public interaction, reputation building, marketing communication, and to convince the power centers and decision makers.

1.3.7 Scope of Corporate Communication

Corporate communication serves organizations in so many ways. In brief the following areas can be viewed as the scope of corporate communication in organizational management-

1.3.8 Media relations-

The term "media relations" refers to a business or organization's relationship with professional journalists or media outlets. Corporate communication works on building a rapport with these venues in order to communicate the organization's goals, ideas, intent and newsworthy events. Media relations, publicity, is a powerful tool for influencing and changing behavior. It provides critical, third party endorsement for a

product, service, issue or organization. As opposed to more direct forms of communications, such as advertising or direct marketing, communicating through a journalist provides valuable and sought-after credibility that other forms of communications cannot match.

1.3.9 Crisis management-

During times of crisis, people want information. They turn to news sources to find out what is happening and to help them figure out what might happen. At the same time, news sources are working at full capacity on short deadlines. Under these circumstances, false reports are sometimes circulated and believed. In some cases, rumors spread and are taken as fact. This can add to the public's fear or contribute to people drawing wrong conclusions. Once in a while, information is received by the media, then reported to the public, then found to be inaccurate. Other times, accurate information is reported, but misinterpreted and spread by viewers and listeners.

1.3.10 Employee communication-

Managed employees are highly motivated, providing a valuable, productive and cost-effective service. They make an extra effort or 'go the extra mile', making a measurable difference to our results and the value perceived by our customers. Failure to communicate will lead to a negative shift in any or all of the above benefits. This could have a serious detrimental effect not only on your company's operational efficiency, but also customer satisfaction and ultimately your profits and market share. In order to achieve engagement in our workforce we have to keep employees informed and engaged through regular and effective communications, which are relevant and timely. Corporate communication coordinate regular employees communication through number of interactive, formal and informal initiative and contributes in boosting morale of employees through motivation, persuasion, information and interaction.

1.3.11 On line communication –

Online corporate communication is one of the most cost-effective corporate communication approaches for all types of organizations. An online corporate communication is becoming a go-to strategy for Internet marketing as a whole. The

power of the press builds a brand, enhances a company's reputation, drives traffic and accrues high-quality links. Basically, online corporate communication involves activities geared towards influencing media, communities and audiences that exist solely on the Internet using online channels. That includes search engines, blogs, news search, forums, discussion threads, social networks and other online communication tools. Brand reputation monitoring and management is also a focus area for online corporate communication.

1.3.12 Special events –

Special events are an important corporate communication activity because they satisfy the desire of most people to participate in an occasion to improve their knowledge and to enjoy the stimulation of a crowd- the lights, color, sound and movement involved. A special event includes speeches by executives and guests, inspection of facilities, exhibits, demonstrations of equipment, guided tours, entertainment, refreshments, motion pictures and round table discussions.

1.3.13 Community relations-

Building local community relationships can be the most important communication activity undertaken by an organization, yet it is often overlooked. In Public relations with a strong focus on it community relations is a priority goal of corporate communication for its organization to develop a solid, ongoing and reliable community. For local businesses and franchises, it is important to get to know neighborhood and to get involved with local initiatives. This will in turn help raise awareness of business and services, as well as being a great opportunity to get to know competitors. Since any organization can expect to communicate with a range of community audiences including employees, shareholders, creditors, consumers, the media, the general public and government agencies, an effective communication plan needs to be implemented.

1.3.14 Reputation management-

Corporate communication practice is the discipline concerned with the reputation of organization with the aim of earning understanding and support. Reputation of organization builds out of its daily action and it affects the prospect in many ways. A

good reputation helps organization to attract cream of the talent, win the confidence of the consumer and earn benefits of doubt from legislators and the media. A corporate communication in building positive reputation by promoting positive image of the organization, developing mutual understanding with its public and by increasing awareness of the organization.

1.3.15 Product/Brand communication-

Brand communication is the art of bridging the gap in the perceptions the target audiences have about the brand. Corporate communication has experience and expertise to manage all forms of brand communications and clearly communicate the value, brand personality and positioning of the brand.

Corporate communication helps brand communication aimed at strongly connecting brand with the audience, stakeholders, and investor relation. The umbrella of offerings covers branding identity, re-branding, brand promotions, corporate communications. All creative, planning and execution tasks are carried out to ensure high impact and effectiveness.

1.3.16 Marketing –

Corporate Communication coordinates the relationships with various publics in order to gain public acceptance and approval of the organization's activities, including its sales activities. It creates the campaign for product in new market by providing third party endorsement. Corporate communication helps to raise awareness to inform and educate to gain understanding to build trust, to make friends, to give people reason to buy and to create an environment of customer acceptance. Corporate communication helps in building awareness and a favorable image for a company or client within stories and articles found in relevant marketing media outlets, it manages the crisis that threaten company or product image. Actually corporate communication specially builds the goodwill among an organization’s target market through community, philanthropic and special programs and events. In case of non-profit business organization corporate communication is of secondary importance and probably done to support and enhance marketing efforts.

Corporate communication is much more useful for a small scale business organization, as its costing is much lesser than advertisement. When a consumer sees third party coverage of a product or service, it perceived much differently than a traditional advertisement. When we see an advertisement, we know the company is trying to sell us something. When a third party, such as the media, endorses a product or service, the company gains credibility. Consumers are much more likely to make a purchase based on third party endorsement than an advertisement and that happens only because of corporate communication in marketing and through which a business concern can fulfill its goals. A consistent corporate communication program helps to build general awareness of a product, service or brand and will supplement any direct marketing and advertising efforts. Corporate communication is a very important factor for marketing management and now in recent times the different business organizations are using this process as it is useful and gives a better knowledge to the consumer about a product.

1.3.17 Public affairs/government relations-

Government relations are systematic effort to influence the policies of government to help achieve objectives of organization. Corporate communication is important element in maintaining government relation and performing liaison and lobbying on behalf of organization. Corporate communication helps in understanding legislative changes, amendments, orders, notices and policy moves and its possible impact on organizational functioning.

1.3.18 Annual/Quarterly report preparation-

Annual reports and stockholder meetings are the two most important corporate communication tools for maintaining good investor relations. Some companies hold regional or quarterly meetings in addition to the usual annual meeting. Other companies reach more stockholders by moving the location of their annual meeting from city to city. Annual reports can be complemented by quarterly reports and dividend check inserts. Companies that wish to provide additional communications with stockholders may send them a newsletter or company magazine. Personal letters to new stockholders and a quick response to inquiries insure an additional measure of good will.

1.3.19 Financial/investor's relations –

Corporate communication is being used by most of corporate bodies for maintaining good investor relations. Some companies hold regional or quarterly meetings in addition to the usual annual meeting. Financial communication activities seek to highlight fiscal reputation of an organization. It concentrates on those groups of people whose financial support is vital for organization.

1.4 MAJOR TREND IN CORPORATE COMMUNICATION

Corporate communicators are recognizing that a superior-sounding 'broadcast' approach to communication hinders their ability to connect with stakeholders. After all, people generally get on with other people, and the conversations on the internet that engage are increasingly personal, immoderate and well more 'real'. Expect to see signs in the coming year of a more human tone delivered by company voices with genuine profiles within social media channels. Meanwhile, ever improving digital communications technologies taken together with shifting attitudes within society will continue to blur the distinctions between marketing and corporate messaging. Will 2015 be the year that we accept that 'corporate communication' is a redundant term and that a company's reputation is defined by the sum of its output and behavior Mobile, Video, Social media, Gasification. It's easy and necessary to discuss internal communications trends in terms of technology, with all of the opportunities and challenges that technical innovations bring to the industry. No matter what formats or platforms turn out to be right for your organization, though, here are five underlying trends that should guide internal communications strategy in today's corporate world.

1.4.1Employees are consumers too

It can be tempting for companies to invest heavily in the consumer experience, while shortchanging the members of their own workforce. The employees are accustomed to getting their news, entertainment, and shopping with the swipe of a finger at their convenience. If browsing your intranet or reading your newsletter feels like a 15-year step back in time for them.

1.4.2 Communication goes all ways

When internal communications strategy was built on a "shout-loud-shout-often" approach, while all company email blasts may never disappear entirely, the focus now is on building robust networks in which communication isn't just top-down (or bottom-up), but peer-to-peer as well. Giving every employee a voice can drive innovation and help identify best practices and a team member who feels like her perspective is heard and valued is more likely to stay longer and accomplish more for your business.

1.4.3 Attention must be earned and rewarded

The time is among the most precious commodities you control. So is everyone else's. Rather than bemoaning the dwindling attention span of Millennia's and other employees, make sure creating content that is meaningful and engaging, so have a reason to spend their precious minutes (or even seconds) on it .Similarly, avoid the temptation to "trick" your audience with click bait headlines or misleading thumbnails. Remember that goal isn't to get hits or ad revenue from your workers; it's to maximize their knowledge, their alignment with your corporate strategy, and their preparedness to excel at their jobs. If content doesn't reward their attention, it runs the risk of breeding apathy or even cynicism.

1.4.4 Authenticity trumps ostentation.

It's entirely appropriate to help craft and manage the image of CEO and senior executives; a leader who's entirely unscripted and rough around the edges may make mistakes that could undermine employees' trust in the direction of the company. However, beware the pitfall of making every appearance and communication feel like a big-budget production. Polish and style are less important than a substantive message that feels genuine and relatable; an occasional low-budget video shot on a handheld Smartphone may come across as more authentic and effective than one with sleek production values especially when (for example) your company is belt-tightening to reduce costs.

1.4.5 Nothing beats a good story

A tasked with promoting a diversity initiative say a newly formed employee resource group (ERG) for people of color. Perhaps the most common approach is also the least interesting: write a few paragraphs articulating the group's charter and objectives; include a quote from the vice president of HR, and provide a link to a registration form. Much better is to tell the story of an employee a member of the ERG, or perhaps one of its officers describing their experiences and the value they see in joining. Better still? Find a member of the group who is interested in telling their own story, in their own words, and give them a platform where they can share that story with others.

If none of the tenets above feels particularly groundbreaking, that's a good sign; they shouldn't be. The bottom line is that your employees are people - not automatons and not statistics. If your internal communications are built on a foundation that treats them like people busy, discerning people whose trust and attention must be earned then you're well positioned no matter.

1.4.6 Relationships with your community matter a great deal

The CRPF Study indicated a positive, statistical relationship between what corporations spend on its foundation activities and its reputation ranking. Culture is vital to organizational health Intangibles such as the culture of the organization form attract and retain quality people to be less productive or to leave. A positive culture has become a standard for global corporation.

1.4.7 Communication is strategic now more than ever

Many company executives consider communication as purely tactical in both its nature and its execution. In an information driven age, communication is an integral part of the corporate strategy, Strategic issues include and orientation of communication to a organization of communication to an organization`s priorities, as well as toward the external environment. Integrity and credibility are pillars of strategic communication. Realistic measurement is strategic tool for success.

1.4.8 The age gap between you and your employees must factor into your planning

Sixty eight percent (68%) of corporate executives in charge of public affairs and employee communication (internal and external) a large majority, are between 40 and 55 years of age. The workforce the manage is overwhelmingly younger. A 'generation gap' exist but can by applying the basic communication process by conducting an audience analysis, and by focusing on the concern of the workforce and the generation.

1.4.9 People in your workforce care more about themselves than the company

Members of the contemporary workforce have been told since high school, and by parents and elders, that corporate life is not forever and no job has guarantee. Is it any surprise they practice enlightened self-interest? How can a company expect employee loyalty in such an environment?

1.4.10 Your company is expected to be a good corporate citizen as well as to make money

In the wake of diminished power among almost all power structures in our society religion, government, the family corporations have by default taken on a greater role in solving many of the ill of society. Social problem substance abuse, sexual harassment, Child care, elder care has fallen to corporation by default.

1.4.11 Media relation is more complex no more old boy System

In a 24/7/365 environment with scores of media outlets from newspapers of broadcast to the Internet, relationships with the media are no longer a matter of contacting a few old friend over a leisurely lunch. Each channel, each reporter demands professional relationships built on credibility.

1.4.12 Internet is just a tool, Internet is a strategy truth is on the continuum

Any anthropologies will tell you that a new tool in human system change that system. So the Internet has changed dramatically the way people in corporations communicate internally and externally.

It has at once created a sense of liberation, and also represents a constantly present taskmaster. Speed is faster than it ever was. Experts compare an Internet year to a 'dog' year. Is it any wonder that some of us seem much older than our years? The speed of life has us live several lives in one lifetime.

1.4.13 your company will have a crisis, prepare for the ones you can`t conceive of

Crisis planning is informed by the Boy Scout motto be prepared. The Boy Scouts, however, did not conceive that their recent court victory could have resulted in a crisis of their own funds drying up and communities barring their use public facilities. So be prepare for this situation.

1.4.14 Writing is still the core skill for corporate communication

The Internet has underscored that writing of the highest order is still the major talent required of those who create and send the messages in and from our major corporations

1.5 REVIEW OF LITERATURE

Argenti mentions that by creating a coordinated, coherent corporate communication system, an organization will be able to face the new century with the strategies and tools. Further he states that as organizations are becoming more complex today, dealing and satisfying the emotional needs and developing sense of belongingness is very crucial for organizational survival. (Argenti, 1998)

Corporate communication at its simplest is primarily a mechanism for developing and managing a set of relationships with public or stakeholders who could affect the overall performance. These relationships must be viewed in a long term strategic fashion. (KITCHEN & SCHULTZ,)

Corporate communication is based on the strategic message. The strategic message is an idea that is communicated in depth to achieve fast, coordinated action leading to economic transactions. The strategic message is more a synthesis of a business environment than a concept imposed on it. In the end, a strategic message is an intricate web of understanding. (pronline)

The term corporate communication can be described as the set of activities involved in managing and orchestrating all internal external communications aimed at creating favorable points with stakeholders on which company depends. (Fombrun, 2007)

Corporate communication is a management function that offers a framework and vocabulary for the effective coordination of all means of communications with the overall purpose of establishing and maintaining favorable reputations with stakeholders group upon which the organization is dependent. (Cornelissen, 2005, p. 23)

According to Nessmann 1995, corporate communication is the collective name of all communication discipline. It is an approach rather than a technique that sets out the ensure the consistency of corporate massages and the transparency of the organization.

Van Riel, 1995, suggest that corporate communication is an all-embracing framework co-coordinating marketing, organizational and management communication integrating total business massages. (Dolphin, 2000).

Corporate Communication is total of a corporation`s effort to communicate effectively and profitably. The action any particular corporation takes to achieve that goal depends in large part on the character of the organization and its relationship with its suppliers, its community, its employees, and its customers. In practice, corporate communication is a strategic tool for contemporary corporation to gain a competitive advantage over its competitors. (Michael B.Goodman)

Now a day corporate communication strategy that are serving as point of references primarily for the employee of the company. In the mean of joseph Fernandez "corporate communication is 'Brand' of New World in which 21stcentaury corporate and globalized lives, and all kind of Brand essence like art, craft and Science all rolled into one.

In corporate communication context, there are five kind of Senses have explained which is carry the communication. Sight and Sound are primary senses around which communication should seek to cater to. Every communication process complete with sender and ends with the receiver message may be interactive (one to one) or

influential (one to many). Digitalization provide new dimension to field of communication. Communication must inform, instructor, persuade. Every core messages has sender and receiver liable for provide to result.

Every communicator concentrate what have send, what 'they' receive, that is the matter. All communication process shaped by corporate culture group dynamics within they have operates. Every communication strategy must be crafted to effectively achieve measurable result within organizational settings.

Corporate communication is a long term initiative strategic created within a company to creates its corporate brands and core messages. In a triune process, its create identity, builds brands and manages the reputation of corporate. (Fernandez page60)

Corporate communication proceeds from the top of management of the company, its senior managements, in a credible or informative way to impact every level of organization. In a larger sense, it aims at internal and external audiences. Each audience group is different and calls for specific communicative approaches, with measurable outcomes. (Fernandez page60)

Discipline in to one or a few department enable organization to provide strategic corporate communication is an evolved response to the dynamic communication needs of the 21st century corporate. As parts of its strategic armory, it uses advertising, public relation, community relation, corporate literature, corporate hospitality, exhibition, event management, new media, crisis management, lobbying investor relation, research sponsorship management, traditional media, integrated marketing management, traditional media, and integrated marketing communications. Its primarily operates on the platform of audio.

Corporate communication has brought a more strategic and integrated perspective on managing communication for the benefit of entire organization. To give this shape, many corporate organization have consolidated communication activities into a single department with ready access to the executive decision making team. (cornilssen. Page33)

The consolidation of communication direction to all of their direction to all their communication with different stakeholder group and guide communication efforts

from the strategic interests of the organization as a whole. (cornelissen, page60)

In a handbook on advertising and communication management with special reference to India, Gupta (1976) studied the evolution, role and significance of personnel administration in modern India. The scholar has suggested that modern organizations should use communications media as effective tools of advertising, publicity and Public Relations in order to achieve the goals of national and organizational development.

A handbook in Public Relations in Modern Business Organizations meant for organizational leaders, communicators, academicians, and researchers, Jefkins (1977) observed that modern organizations cannot achieve their goals sans effective Public Relations. The scholar has suggested that Public Relations practice has become inevitable in order to promote business in modern society. The study primarily dealt with the role of Public Relations in modern business organizations.

A handbook on modern communication by Hiebert et al. (1985) was meant to educate media institutions and other organizations. The scholars observed that communication was not systematically developed in modern society on the basis of tested and tried practices. The scholar has suggested that communications media should be developed scientifically and systematically in order to achieve the goals of national development

Luthans (1985) suggested that the use of new communication technologies would improve human relations and professional competence. The study dealt with the role of inter-personnel channels of Internal Communications with special reference to modern organizations.

Studying the development of information generation, flow and feedback with respect to the Directorate of Information and Publicity, Bangalore, Karnataka State, India, Paramahamsa (1985) observed that the directorate was not fully and properly equipped with trained manpower, advanced infrastructural facilities, systematic strategies and other pre-requisites of institutional communication. The researcher suggested that the personnel who were responsible for bridging the communication gap between the government and the people should be made professionally more competent. In an extensive study on the role of communication in the Integrated Rural Development Programme, Yadava (1985) noted that various barriers to

communication in rural India and suggested that inter-personal channels of communication be strengthened, especially at the grassroots level.

Testing the problems and prospects of employee communications in public sector organizations, Perkins (1986) analyzed the internal-communication patterns and practices in relation to personnel management. The researcher has suggested that employee communications should be improved on the basis of scientific evaluation in order to achieve the goals of the organization. The study primarily dealt with the role of internal communications in the process of personnel management with special reference to public sector organizations.

A handbook on Effective Corporate Relations in Modern Society by Hart (1987) observed that corporate communication is crucial for organizational management in modern society. He suggested that corporate communication should be developed systematically to persuade the constituent publics to facilitate organizational development. The study deals with the corporate communication and organizational development.

A pioneering research by Jackson‘s (1987) on corporate communication examined the role of managers in maintaining a healthy communication system in an industrial organization. The researcher analyzed the internal-communication practices of managers in day-to-day situations. The researcher suggested different methods to improve internal communications. The study primarily dealt with the role of managers in maintaining internal communications in industrial organizations.

Speaking about effective business communication in modern organizations in his handbook, Blundell (1988) observed that effective communication played a significant role in promoting business organizations. The scholar suggested that organizational communications should be developed systematically to promote socio-economic development. The study primarily dealt with the management of organizational communications in modern organizations. Examined the role of communication in human resources management in modern organizations, Buckley et al. (1988) observed that communication was not yet a vital component of human resources management. The researcher has suggested appropriate measurers for the

improvement of communication skills. The study primarily dealt with the role of communication in human resources management in modern organizations.

In a handbook on Understanding Organizations in Modern Society, Handy (1988) edited observed that organizational communications is crucial for organizational management. The researcher has suggested that the management should develop appropriate organizational communication system in order to persuade the constituent publics to extend necessary support and cooperation for the attainment of organizational goals. The study primarily deals with the organizational management and internal communications. .

Examining the financial role of Public Relations in modern organizations, Bowman (1989) said that Public Relations played a significant role in promoting business organizations in general and multiplying their profit. The scholar has suggested that Public Relations should be developed systematically in order to promote the financial status of modern organizations. The study primarily dealt with the financial role of Public Relations in modern organizations.

Rath (1989) brought out a handbook on industrial relations and personnel management with special reference to India. The scholar studied the origin, growth and development of industrial relations and personnel management in modern India. The scholar has suggested that modern industrial organizations develop appropriate communication systems, tools and techniques to achieve the goals of industrial development and employee welfare.

Studying the rise of communication systems in American management, Yates (1989) offers advice on communication management as endorsed by the American Council of Learned Societies. The work is a historical review focused on industries, society, and organizational management. This is a relevant source as she discusses how new communication technology and a systematic managerial approach to communication led to industry control. It offers a historical look at the development of organizational communication from 1870 to 1920. This is an important part of evaluating the changes in internal communication.

In a handbook on the employee revolution in modern society with a view to educate organizational leaders about the need and importance of internal communications and

employee relations, Thomson (1990) examined the origin, growth and development of the employee revolution all over the world. The scholar analyzed the factors and forces which brought this about. The scholar has suggested that modern organizations should take the employees into confidence and achieve the goals of organizational development by enlisting employees 'active participation.

In a Corporate Public Relations handbook with special reference to India by Balan (1992), the scholar suggested that Corporate Public Relations be developed scientifically in India in order to promote organizational development. Highlighting the evolution, role and significance of Public Relations in modern India in his handbook on Public Relations, the scholar analyzed the trends and developments responsible for the development of the profession of Public Relations in India. The scholar suggested that Public Relations should be practiced in modern organizations to develop reciprocal understanding between modern organizations and constituent publics in Indian society.

Stressing on the importance of effective employee communication in modern organizations, Bland and Jackson (1992) suggested that employee communications should be developed systematically in order to promote better understanding between the management and employees and achieve the goals of organizational development. Study primarily dealt with the role of internal communications in human resources development.

Exploring the human communication in modern organizations, Burgoon et al. (1994) explored analyzed communication patterns and practices. The researchers identified certain communication gaps. They have suggested that modern organizations should have a well- developed internal-communications network and appropriate services in order to achieve the goals of organizational development. The study primarily dealt with the role of internal communications in the process of organizational development.

In a book on Corporate Communication, which focuses on the theory and practice of corporate communication in modern society, Goodman (1994) studied that corporate communication, over the years, has assumed great importance. The scholar has suggested certain parameters and practices which would boost corporate

communication in particular and organizational development in general. The study primarily dealt with the role of corporate communication in the process of organizational development.

While focusing his study on the art of communicating through crisis, Sturges (1994) stressed that during a crisis, communication needs to change, according to the needs of the moment. First, there needs to be information instructing people how to protect themselves physically from a crisis. Second, there needs to be adjusting information that helps people to cope psychologically with the crisis. Finally, there needs to be reputation repair. However, reputation repair can be done only after the first two types of communication are provided.

Augustine (1995) in his article identified the six stages of a crisis: avoiding the crisis, preparing to manage the crisis, recognizing the crisis, containing the crisis, resolving the crisis, and profiting from the crisis. The article emphasized the need to have a crisis management plan with Corporate Communication reams and the need to test both the crisis management plan and team through exercises.

Analyzing the process of Public Relations and Communication Management in modern organizations, Dozier et al. (1995) studied the role of internal communications in organizational development and human resources development. The researchers have suggested that modern organizations should have a well organized internal communications system and competent organizational communicators. The study primarily dealt with the role of internal communications in the process of organizational development.

Editing a handbook on the essence of effective communication in modern organizations, Ludlow and Panton (1995) suggested that internal communications should be developed scientifically in modern organizations to improve production and productivity. The study dealt with the improvement of production and productivity in modern organizations through effective internal communications.

In his handbook on organizational communication, Miller (1995) moots effective organizational communication to achieve the goal of development in modern organizations to achieve the goals of organizations in modern society. The study

primarily dealt with the role of organizational communication in modern organizational development.

Riel (1995) states that Corporate Communication is very much related to corporate identity and corporate image. Corporate image is a set of meanings by which the firm or brand is known and through which people describe, remember and relate to it. Riel through his book defines that corporate image as the strategically planned and operationally applied internal and external self-presentation and behavior of a company. While bringing out a handbook on strategic communications management highlighting the various aspects of organizational communication management, White (1995) suggested that internal communications should be developed scientifically in modern organizations in order to achieve the goals of organizational development. The study primarily dealt with the improvement of organizational communication management.

A handbook by Ulrich (1996) on human resource champions, emphasized on HR development and communication skill development. The scholar observed that the process of human resources development weakens in the absence of proper communication support. The scholar analyzed the ways and means of improving the communication skill and competence of the personnel in modern organizations. The scholar has suggested that modern organizations should have a well developed internal communications system in order to enrich the human resources. The study primarily dealt with human resources development and internal communications in modern organizations.

Speaking on human relations and organizational behavior, Dwivedi (1997) brought out a handbook where he observed that human resources were not systematically developed in the Indian corporate sector. Describing the role on traditionalism and its role in Indian organizational communication, Guptan (1997) through a socio-anthropological approach, the scholar observed the effects of India‘s social and cultural environment on the communication styles of Indian managers.

In their handbook on management communication for management and personnel, Hattersley and Linda (1997) describe how to systematically develop internal communications in order to achieve the goals of organizational development. The

study primarily dealt with the management of organizational communication in modern society. A guide by Munter (1997) on management communication aims at enlightening policy makers, professionals and academicians on various aspects of management communication. The scholars observed that internal communication was not properly developed in modern organizations and hence suggested that organizational communications should be developed scientifically in order to enrich the process of management. The study primarily dealt with the enrichment of the process of management through effective organizational communications.

In his handbook on Corporate Communication for corporate leaders and communicators, Oliver (1997) learnt that Corporate Communication has emerged as an instrument of persuasive communication and organizational development. The scholar has suggested that Corporate Communication should be developed in consultation with experts in modern organizations in order to achieve the goals of organizations in modern society. It is aimed both at the generalist manager who needs to come to terms with the theoretical and technical aspects of internal communication, and the media specialist now seeking wider management skills and perspectives.

Tracing the scientific evolution of Corporate Communication during 1950-2000, Argenti (1998) identified the functions and sub-functions of an ideal communication department of an industrial organization, with reference to Corporate Communication. The scholar observed that well coordinated and coherent Corporate Communication systems provided the necessary tools and strategies for modern organizations in order to face challenges in the new millennium. The scholar has also suggested certain strategies and techniques which would improve the effectiveness of Corporate Communication including internal communications. The study primarily dealt with the role of Corporate Communication and Internal Communications in the process of organizational development.

In another study to evaluate the strategic employee communications in modern organizations, Argenti (1998) learnt that the employee communication systems were not scientifically developed in modern organizations. He suggested measures for improvement of employee communications through organized internal communications system. The study primarily dealt with the role of employee communications in organizational development in modern society.

Marion (1998) through his article defines three ways in which corporate communication can take place. The first is through external relations (press releases and press reviews, annuals reports, public relations, international relations, lobbying, events, sponsorship, trade shows and fairs, exhibitions, conferences). The second is through internal communication (information, internal events, co-coordinating internal networks, publications, photographic and video archives).

The third is through corporate advertising and visual identity. Studying the behavioral processes in organizations with special reference to India, Pareek and Pestonjee (1998) analyzed the factors and forces associated with the development of behavioral processes including communication practices in modern Indian organizations. In a significant study, Corporate Leadership Council (1999) studied the ways and means of transforming the human resources function in modern organizations. The agency examined the role of communication in the process of human resources management in modern organizations. The agency had observed that the process of human resources development becomes incomplete and malnourished in the absence of systematic organizational communication support. The agency has suggested that organizational communication system should be developed with a view to enrich the process of human resources management. The study primarily deals with organizational communication and human resources management.

Examining the strategic human resource management with special reference to internal communications in modern organizations, Gratton et al. (1999) primarily analyzed the factors associated with strategic human resource management in the age of globalization. The researchers observed that human resource management grew over the years all over the world as an important instrument of organizational development. The researchers have also constructed concepts and theoretical propositions to help explain why there was a phenomenal growth of human resources management. The researchers have suggested measures for sound management of human resources through effective internal communications. The study primarily deals with the management of human resources and internal communications.

Power and Byron (1999) in their research paper Internal communication in new corporate conglomerates: Developing a Corporate Communication model for loosely coupled businesses in local government,‘ presented a case study analysis of a local

government organization undergoing change. From it, the study derives suggestions for the implementation of a communication model involving consultation and education in devolved systems.

Corporate Communication in devolved systems must involve design of specific solutions for the knowledge management and communication needs of individual businesses based on local knowledge of the systems likely to be affected, the researchers felt. Investigating the role of communication in community development, Wells and Spinks (1999) analyzed the existing communication channels, patterns and practices that influence community development. The researcher also observed certain communication gaps which existed between development organizations and target groups. The researcher has suggested specific media and strategies for attainment of community development. The study deals with the role of media in community development rather than organizational development. Studying the role of Internal Communications, Scholes'(1999) highlights the importance of internal communications in modern organizations. The scholar has suggested that modern organizations should be equipped with state –of- the- art internal communications in order to facilitate constant dialogue and cooperation between the management and employees. The study primarily deals with the internal communications management in modern organizations.

An interesting study by Garratt (2000) resulted in a handbook on learning organization in England. The scholar examined the various aspects of organizational management. The scholar had observed that modern organizations become less competitive and resourceful in the absence of effective internal communications. The scholar has suggested that effective internal communications would bring about organizational development in modern society. The study primarily deals with organizational communication and management. In an interesting revelation, Kalleher (2000) observed that PR managers spent more time in oral communication while the technical professionals spent more time on written communication channels. He analyzed the relationship between Public Relations professionals and media habits in modern organizations, focusing on vital aspects like Public Relations theory and media richness theories. The study primarily deals with the media choice of PR and technical professionals in modern organizations.

A study by Molleda (2000) examined the types of communication and coordination such as formalization, centralization and socialization with respective PR functions in modern organizations. The researcher primarily analyzed the various aspects of theory and practice with special reference to internal communications. The researcher observed that annual reports, corporate intranet and web sites were mainly used by PR professionals. The researcher has suggested certain measures for theory building and research in Public Relations which would boost internal communications and employee relations in modern organizations. The study primarily deals with the analysis of types of the communication and coordination in modern organizations.

In a survey to assess the role of employee communications in community development, Stein (2000) studied the healthcare system in the Pacific Northwest. The locations were chosen in six different regions in three different states. The researcher observed the perceptions of the effectiveness of various communication tools in helping to establish a sense of community at three different levels of the organization departmental, organizational and regional. The researcher has suggested certain measures to improve communication networks and practices especially in healthcare organizations. The study primarily deals with the role of health personnel in community development rather than organizational development.

Barton (2001) provides a number of practical insights into crisis management. There is a strong emphasis on the role of communication in the crisis management process and the need to speak with one voice. The book provides excellent information on crisis management plans, the composition of crisis management teams, the need for exercises, and the need to communicate with employees. Assessing the new dimensions in employee involvement and participation in modern organizations, Marchington (2001) learnt that effective internal communications brings about active involvement of employees in the affairs of the modern organizations. The researcher has suggested certain strategies for meaningful internal communications in order to enlist active participation of the employees in the process of organizational development. The study primarily dealt with the role of internal communications in employee relations in modern organizations.

In a study into the role of the Internet as an instrument of internal communications in modern organizations, Porter (2001) scanned the role of the Internet as a prominent

tool of internal communications in the age of globalization. The researcher observed that Internet has become an all-pervasive medium of organizational communication and effective instrument of organizational development. The researcher has suggested that modern organizations should develop internal communication systems by utilizing the Internet and other new media. The study primarily deals with the utilization of the Internet as a prominent tool of internal communications.

Argenti (2002) wrote an article regarding how to work with employees during a crisis. For his article, he interviewed managers about their responses to the 9/11 terrorist attacks. Exploring various aspects of internal communications in modern organizations, Grensing (2002) said that internal communications had grown into an important component of human-resources management. The researcher suggested strategies for sound management of internal communications and employee relations. The study deals with the management of internal communications and employee relations. In 2002, Guest and Conway examined the psychological aspect of employee communication from the employer‘s perspective.

Studying the concept of workplace marketing, Mumby-Croft and Williams (2002) observed that modern organizations cannot achieve development goals without effective internal communications and employee relations. The scholars suggested that internal communications should be developed so as to ensure active participation of employees. The study dealt with the role of internal communications and employee relations.

In a handbook by Rouse and Rouse (2002) on business communication to educate organizational leaders and communicators, the scholars observed that communication played a vital role in organizational development. The scholars have suggested that modern organizations should bridge communications gaps between the organization and constituent publics and achieve the goals of organizational development.

In another study on Corporate reputation and sustained superior financial performance,‘ Roberts and Dowling (2002) say that corporate reputation adds value to a company‘s reputation and the very intangible character makes it tough for competitors to replicate. In their study the authors find that firms with good reputations are able to sustain superior profit outcomes over time.

Tracking the emergence of the internal communicator in modern society and the factors responsible for it, Smythe (2002) observed that internal communicators played a decisive role in cementing communication gaps between the management and employees. The researcher suggested that internal communicators should be fully equipped with resources and communication skills to handle employee relations effectively.

Discussing the factors responsible for organizational success in the 21st Century, Whitington and Mayer (2002) observed that modern organizations cannot do away with internal communications. The researcher has suggested that modern organizations should have a well-developed internal communications system to boost organizational development. The study primarily dealt with internal communications and organizational development.

In 2003, Argenti and Foreman analyzed many communication samples and cases in the Indian context. Their book also contrasts the practice of Corporate Communication in the U.S., while further investigating the business environment in India and how that has shaped the Corporate Communication function. It also emphasizes the changing environment in internal communication a key factor in this study.

Stressing on professionalism, Lages and Simkin (2003) studied the dynamics of Public Relations in the U.K. The researchers identified the core constituents of Public Relations and the underlying driving forces. The researchers suggested that Public Relations in the U.K. should be based on professionally tested and tried practices. The study deals with the dynamics of Public Relations and industrial organizational development.

The information requirements of a range of opinion leader and mass stakeholder audiences are not currently being satisfied by many companies, so they are not getting full credit for their responsible corporate behavior, says the study. Effective communication depends on a clear strategy which evaluates both the opportunities and the risks to the brand, and which tailors messages to different stakeholder groups. The study calls for a coordinated approach, which ideally embeds corporate responsibility messages into mainstream communications.

In a book filled with research-based advice, case studies, and efficient tools to demonstrate how organizations measure, manage, and maximize their `intangible assets‘ of communication and knowledge, Gayeski (2004) offers unique perspective on `performance technology‘ shows employees not only how human behavior can be altered to achieve corporate success, but also how to communicate the methods and processes to employers and clients.

Mehta (2004) while explaining the finer features of Public Relations, stresses the need for having dedicated professionals fully committed to the philosophies of public sector. The author feels that PR and Corporate Communication professionals should not only be well-versed in publicity techniques but should have a clear grasp of the objectives for which the public sector was created, its concept, philosophy and culture. The author feels that those spearheading the communication initiatives in a public sector must have a complete grasp of the magnitude of the company's operations, its economy and democratic frame work.

Balmerand Greyser (2006) in their study Corporate marketing: Integrating corporate identity, corporate branding, corporate communications, corporate image and corporate reputation,‘ reiterates the case that corporate identity, corporate branding, Corporate Communication, and corporate reputation should be integrated under the umbrella title of corporate marketing. Introducing the 6Cs of corporate marketing, the authors felt that bringing all elements under corporate marketing would give better impact while attempting to create a vibrant corporate image.

While studying important factors to consider when using internal branding as a management strategy, ‘Gapp and Merrilees (2006) investigated the use of internal branding as both a managerial and communication strategy within an organizational revitalization process of an Australian company. The study found that the involvement of employees is of critical importance in developing a competitive advantage. The researchers also experienced the impact of internal communication in corporate strategy in a key industry sector.

In IABC Handbook of Organizational Communication (2006), Gillis offers a comprehensive collection of practical knowledge and insights about effective corporate communication and its effect on organizational success. Hewitt (2006), in

his study Electronic mail and internal communication: a three-factor model,‘ demonstrates how e-mail may promote effective internal communication. The study found that overall e-mail was found to be less influential than face-to-face communication. However in the study, e-mail was found to positively and specifically influence, when it acted as a medium for employees to post their views back to the management.

An interesting study was done by researcher McIlheran (2006) to find The Use of humor in Corporate Communication.‘ He investigated how humour can be used to help improve understanding of a message. The study used the Booth-Butterfield humour orientation scale to measure the effectiveness of using humour to maintain focus on written or verbal messages. In the findings, the researcher says that the participants who rated higher on this scale are more apt to understand and use humor in their daily communications with each other and the home office.

Analyzing how to create effective internal communication in modern organizations, Argenti (2007) noted that effective internal communication creates a breed of employees who are not only well informed but also satisfied and more involved in the affairs of the organizations. The researcher has suggested that management should create a sense of belonging among the employees and secure their active participation in the process of organizational management through an improved internal-communication system.

In his communications blog, Ferrabee (2007) examines historic changes within the field of internal communications. His work is relevant, as it offers a professional look at internal communication and a short history of the subject. Ferrabee finds that internal-communication positions arose from a need for strengthened communications and a reliable facilitator of corporate messaging.

Welch and Jackson (2007) in their research Rethinking internal communication: a stakeholder approach, ‘Say that internal communication is crucial for organizations as it influences employees. The study identifies opportunities for organizations to step up their internal communication activities. The study also identifies gaps in the academic literature and calls for discussion and definition of internal communication.

Joep (2008) in his book Corporate Communication: a guide to theory and practice, incorporates current thinking and developments in the field from both the academic and practitioner worlds. This comparison is interesting as the author brings to close contact what is being learned and what is being put to use – thereby giving some instant results.

A book by Smith and Mounter (2008) stressed the importance of internal communication in achieving success and profitability in an organization. Internal communication has previously been overlooked in standard approaches to public relations, both in theory and in practice. The second edition of the book explores how this is changing as more and more organizations recognize that good communication with their workforce is vital for continued success and profitability. Examining how businesses can use internal communication to achieve differentiation, to manage change more effectively, and to improve their quality, customer service, and innovation, Quirke (2008) describes why a business needs better communication to achieve its objectives, what internal communication needs to deliver to add value, and how organizations need to manage their communication for best results.

Elaborating on the significance of the CEO's internal communication programme, Meyer (2009) noted that CEOs are becoming increasingly aware of their roles as business communicators, but still find it difficult to quantify the value of internal communication within the organization. Many theorists of organizational communication argue that organizations would not exist without communication. Internal communication is the catalyst, if not the key to organizational excellence and effectiveness.

Corporate Communication is an instrument of management by means of which all consciously used forms of internal and external communication as harmonized as effectively as possible, says Narasimha Reddi (2009) while tracking effective communication practices. According to the author, all companies, including non-commercial bodies, are interested in Corporate Communication for building their images and reputations, besides maintaining relationships with the stakeholders. Good communication practices should integrate internal and external publics, by broadening their strategies.

In a comprehensive guide to managing communication within organizations, Wright (2009) recognizes internal communication's continued growth as a management discipline. It is aimed at leaders who want insight into internal-communication techniques for use in both day-to-day operational and change situations, and also at the communication specialist seeking shared wisdom and new ideas. Exploring how internal communication can contribute to successful personal management, Gall (2010) says that with globalization, human resources are becoming more and more important and HR departments are focusing on inventiveness, creativity and motivation. Most problems in a corporation are related to communication issues.

Vilanilam (2011) while discussing new tasks and responsibilities of Public Relations in India, feels that communication has to be transparent enabling two-way interactions. The author strongly believes that companies must have close links with various governments in the country, be it at the local, regional and national level and have the policies made based on the needs of the people. The author is of the opinion that with the Right to Information Act in place in most companies, the communication practices have become more transparent.

1.6 OBJECTIVES OF THE STUDY

The present study is aimed to achieve the following objectives-

1. To study the status of Corporate Communication in the present corporate environment.
2. To examine the various paradigm shifts in Corporate Communication in post liberalized India.
3. The strategies and applications of Corporate Communication in business organizations.
4. To examine the existing methods and techniques of Corporate Communication applied by Indian business organizations.
5. To study the correlation between economy’s performance and the prospects of Corporate Communication.

6. To ascertain the proportionate importance of different Corporate Communication activities such as media relations, relations with specific public, corporate social responsibility, marketing communication and crisis communication.

7. To find out the different sorts of approaches which is measure and monitor of the impact of communication upon the reputation of stakeholders of corporations?

1.7 HYPOTHESIS

In order to achieve the objectives of the study the following hypothesis are formulated-

1. Corporate Communication is an established part of large corporate/business organizations.

2. Corporate Communication has established as strategic management function in India after economic liberalization.

3. There is a definite correlation between strategy of Corporate Communication and Company`s performance.

1.8 SCOPE OF THE STUDY

Corporate Communication has now an integral part of business organizations. It plays crucial role by operating communication activities of an organization for image promotion, to establish and sustain relationship and branding. Corporate Communication is an important function of organization to mobilize the people to support the organizational objectives and that is done through effective and timely dissemination of information, initiating dialogue and establishes system of communication and feedback. Thus, in the view of such exclusive functions Corporate Communication has been included into the management umbrella by maximum business organizations.

Therefore essentiality and roles of Corporate Communication in a corporate

environment should be scrutinized. Besides, as an emerging field and projection of its prospects, its relationship with economy's ups and downs are also very important points which require a scientific enquiry and approval, therefore this proposal has been framed. In the new age of liberalization Corporate Communication dominates the modern management system and established as a profession of the new economic system.

Corporate communication through information it contributes in creating awareness and informed citizenry of organization. Which is providing sense of belongingness for organization survival. Corporate communication have changed the dimensions of communication after liberalization among corporate and participate in decision making process. Corporate Communication providing way of communication to achieve development objectives, needs and expectations of corporate.

1.9 METHODOLOGY

This investigation probes previously unexplored territory with a focus on the Corporate Communication functions in post economic liberalized India.

The Corporate Communication professionals, mainly top level, middle level managers have been interviewed with the help of set of questions prepared for this study.

Top level manager include head of departments, middle level managers include regional managers/ unit heads, and assistant managers, APROs, and technical officer in the section concerned.

This chapter is based on the opinion collected from different level managers of the select companies. They were interviewed with the help of questionnaire prepared by researcher. Some of the samples interviewed through emails and some through direct interaction. Total 67 middle level managers and 33 top-level managers were interviewed. Managers who are head of the regional units or working in regional units/offices/bureau were recognized as middle level managers and managers who are in top five of the corporate communication units of the companies were taken as the top level managers.

1.10 PLAN OF THE RESEARCH

The present study is organized into the following chapters-

1. **Framework of the Study**- In this chapter statement of the problem, scope, objectives, and hypothesis and methodology of the research is covered.

2. **Corporate Communication in India 'a brief study '**- This chapter covers growth and development of corporate communication in India. The chapter highlights the folds of development of the subject period wise and with different nomenclatures.

3. **Strategies and application of Corporate Communication**- This chapter deals with various functional approaches of Corporate Communication in our country.

4. **Corporate Communication, Corporate Governance and Corporate management-** This chapter presents the opinion of the samples on the selected theme.

5. **Summary and Conclusion**- Summary of the research, conclusions are part of this final chapter.

1.11 WORKING DEFINITIONS OF FEW TECHNICAL TERMS: -

1.11.1 Corporate: -In the course of corporate communication its try to understand the mean of corporate which is originated from Latin word 'body' (corpus) and for 'forming in to a body' (corporate).Which emphasizes to see it 'internal' and 'external' communication disciplines. On the basis of this it is said that corporate communication starts from the perspective of 'bodily' organization as a whole when communicating with internal and external stakeholders. Today corporate is a channel of exchange of goods and service across the world.

For present study corporate term has been used to define the Indian corporate organizations i.e. listed big companies across the sector, irrespective of their ownership.

1.11.2 Communication:-Communication is fundamental human activity. Communication in this study is taken as the communication that takes place in corporate organizations in general and communications initiated by corporate communication unit in particular. All communication activities; face to face, through mass media, group communication, use of different channels to convey the message, image building, reputation building, marketing efforts etc. have been covered.

1.11.3 Corporate Communication: -Corporate Communication is the complex art of influencing and shaping their amorphous mass of public opinion towards desired organizational goals. Thus we can say that it is an integrated part of modern management functioning. Corporate Communication now recognized as essential management function as it is considered and included as important part of management by managers now days. Through it multi-faced expertise corporate communication helps organizations achieving their goals as a strategic management function.

1.11.4 Strategy: -Strategy plan or policy to run the organization. In this study the term strategy is defined as the plan, tactics, policies framed by/used by corporate communication to achieve its goals.