CHAPTER-4

CORPORATE COMMUNICATION, CORPORATE GOVERNANCE AND CORPORATE MANAGEMENT

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.

4.1 DISTRIBUTION OF RESPONDENTS ON BASIS OF AGE:-

Age is very important sector in determining results from any research. Age reflects maturity of a person and his vision towards the things and process**.**

Table 4.1 Distribution of respondents on basis of Age

Sl. No.	Age	Number	Percentage
1	Up to 35	53	53
2	36 to 50	29	29
3	51 to 60	18	18
Total		100	100

As the table shows out of total respondents 53 % are from the age group less than 35 years. 29% of respondents belong to the age group 36 to 50 years and 18 % from the age group 51 to 60 years. Therefore on the basis of the table it can be stated that majority of the respondent belong to less than 35 years age group.

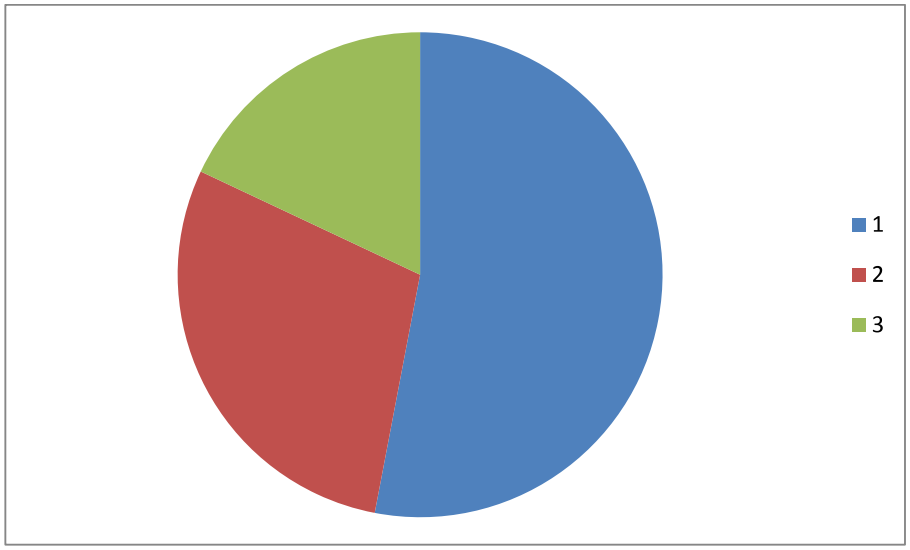


Chart 4.1 Distribution of respondents on basis of Age

4.2 NATURE THE CORPORATE COMMUNICATION ESTABLISHMENT:-

Nature of establishment is very important in corporate Communication. It shows the organization of the unit as well as the pattern of the command of the unit.

Table 4.2 Nature the Corporate Communication Establishment

Sl.No.	Option	Frequency	Percentage
1	Centralized	100	100
2	Decentralized	Nil	Nil
3	Out Source	Nil	Nil
Total		100	100

As the table shows nature of the Corporate Communication units are totally centralized. Here centralized unit refers to command of Corporate Communication activities through one chain of the command only. No decentralized pattern was observed. No Company is taking help of the outsourcing to conduct Corporate Communication activities. Therefore, it can be said that all established organizations rely on their inbuilt Corporate Communication units to conduct affairs of CC.

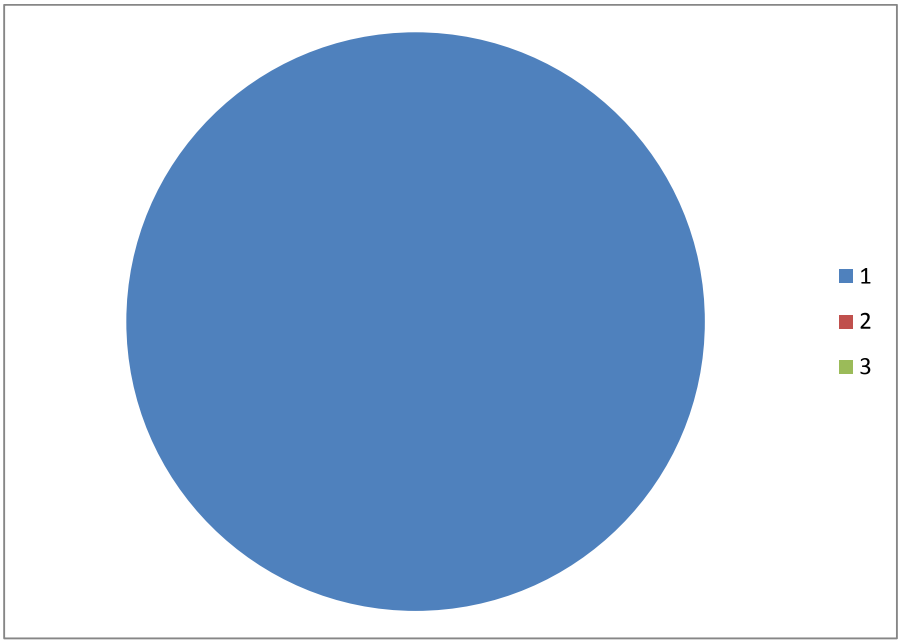


Chart 4.2 Nature the Corporate Communication Establishment

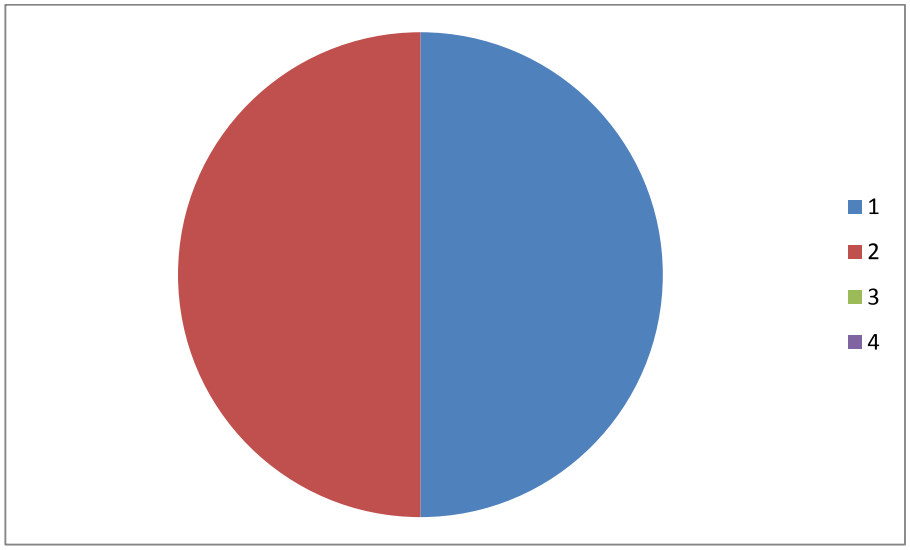
4.3 LAYERS OF CONTROL:-

Table4.3 Layers of Control

Sl.No.	Option	Controlled by VP/Gm		Controlled by middle Level Managers	
		Frequency	Percentage	Frequency	Percentage
1	Centralized Activities	100	100	00	00
2	Regional Level Activities	5	5	95	95
3	Others managerial Activities	89	89	11	11

As the table shows Corporate Communication units of the organizations consist of two units, one central and second regional. In case of activities which are centralized, as opinioned by respondents is controlled totally (100%) by Vice Chairperson of General Manager, whereas regional level activities are controlled by regional heads (as approved by 95% respondents). In opinion of most of respondents (95%) other

managerial activities are controlled by central level managers. Therefore, it can be said that the Corporate Communication activities of organizations have two functional layers, one-central and second, regional where central or top managers of the unit have greater command over the activities of Corporate Communications.



4.3 Chart Layers of Control

4.4 DISTRIBUTION OF RESPONDENTS ON THE BASIS OF EDUCATION:-

Table4.4 Distribution of Respondents on The basis of education

Sl.No	Option	Frequency	Percentage
1	Only Graduate	25	25
2	Post Graduate	30	30
3	Professional or any specialized degree	55	55
4	Total	100	100

Education is an important determination in research. As the table shows most of respondents have professional or specialized degrees as 55 % said yes to the option. Out of total respondent 30% have Post Graduate degree and 25 % have graduation only. Therefore, on the basis of the results it can be said that most of respondents have Professional or special degree to serve as Corporate Communication

Professional. On the basis of data it can also be said that there is positive co-relation between acquiring Professional degree and doing Corporate Communication job.

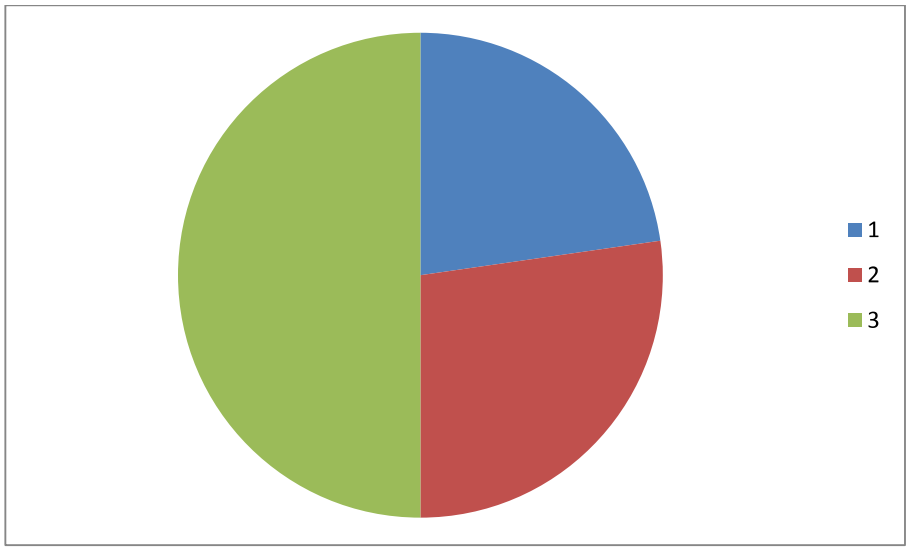


Chart4.4 Distribution of Respondents on The basis of education

4.5 DISTRIBUTION OF RESPONDENTS ON THE BASIS OF STREAM OF EDUCATION:-

Table 4.5 Distribution of Respondents on the basis of Stream of education

Sl.No.	Option	Frequency	Percentage
1	Business and management	56	56
2	Communication Studies	36	36
3	Specialization in any degree	8	8

Stream of education is very important for excellence in the profession. As the table shows out of total respondent 56 % have acquired degree in management. Total 36 % respondent have acquired degree in Mass Communication and only 8% in any branch of the study. Here, on the basis of data it can be said that Management degree is considered as most important qualification for selection as Corporate Communication professional. Besides a good number of companies recruit Mass Communication degree holders also. Therefore, on the basis data it can be said that management and

Corporate Communication stream are most preferred educational background of students for Corporate Communication jobs.

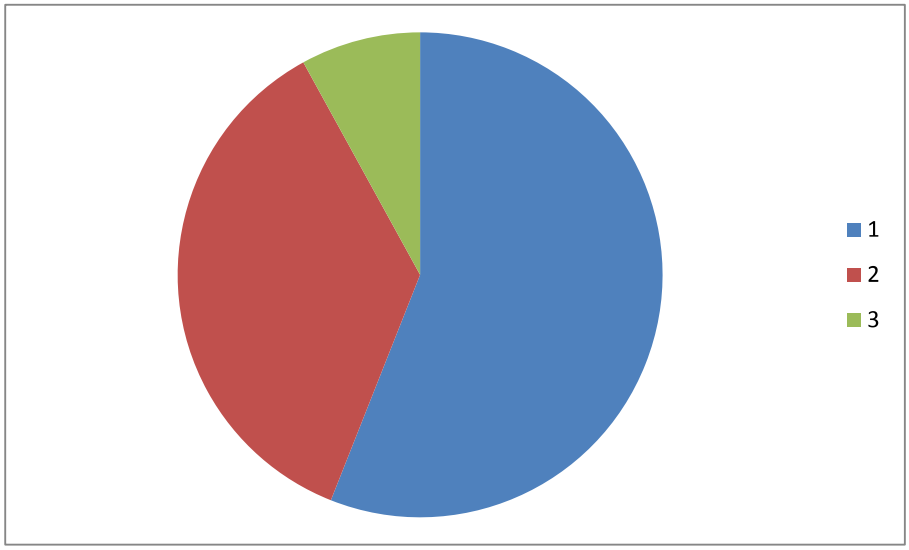


Chart4.5 Distribution of Respondents on the basis of Stream of education

4.6 PERCEPTION OF CORPORATE COMMUNICATION FUNCTIONS BY RESPONDENTS:-

4.6 Perception of Corporate Communication function by respondents

Sl.No.	Option	Yes	No	Percentage
1	Communication for external public	100	0	100
2	Communication for internal	100	0	100
3	Mobilize the people toward organization`s objectives	96	04	100

As the data show , when asked about core function of Corporate Communication, all respondents said yes to the job of managing communication with internal public and with external public. Moreover, 96 % of respondents also feel that mobilizing people towards organizational objectives is also a core function of the Corporate Communication. Therefore, on the basis of data it can be said that the core jobs of the Corporate Communication is to handle the business of Communication with

internal and external public of the organization and motivating people to work to accomplish organization goals.

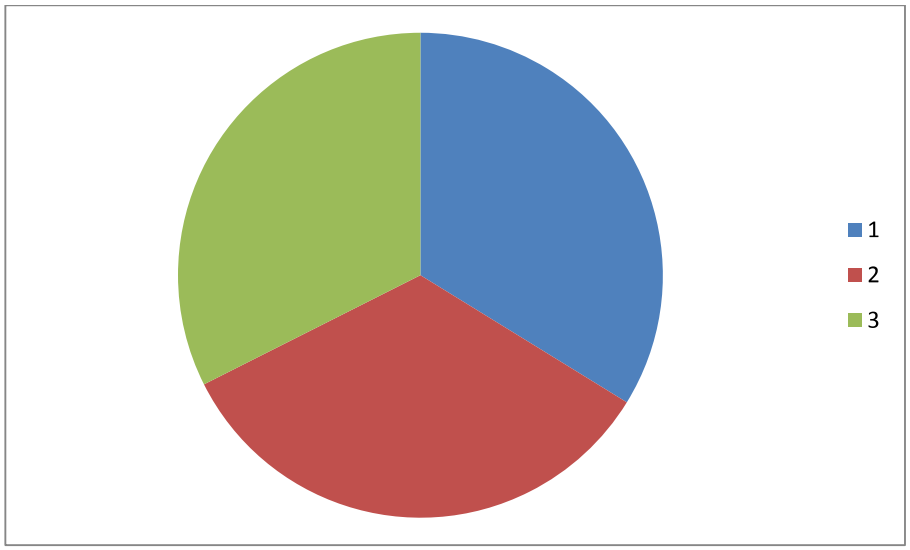


Chart 4.6 Perception of Corporate Communication function by respondents

4.7 OPINION OF RESPONDENTS ON THE NATURE OF CORPORATE COMMUNICATION WORK:-

Table4.7 Opinion of Respondents on the nature of Corporate Communication work

Sl.No.	Option	Frequency	Percentage
1	CC is flexible	79	79
2	CC is Non flexible	10	10
3	CC is as per organizational guideline	11	11
4	Total	100	100

As shown in the table, in opinion of most of the people Corporate Communication is a flexible Profession. Only 10% respondents feels that it is not flexible and 11 % that as per the organizational guidelines. Therefore on the basis of data it can be said that Corporate Communication is flexible profession.

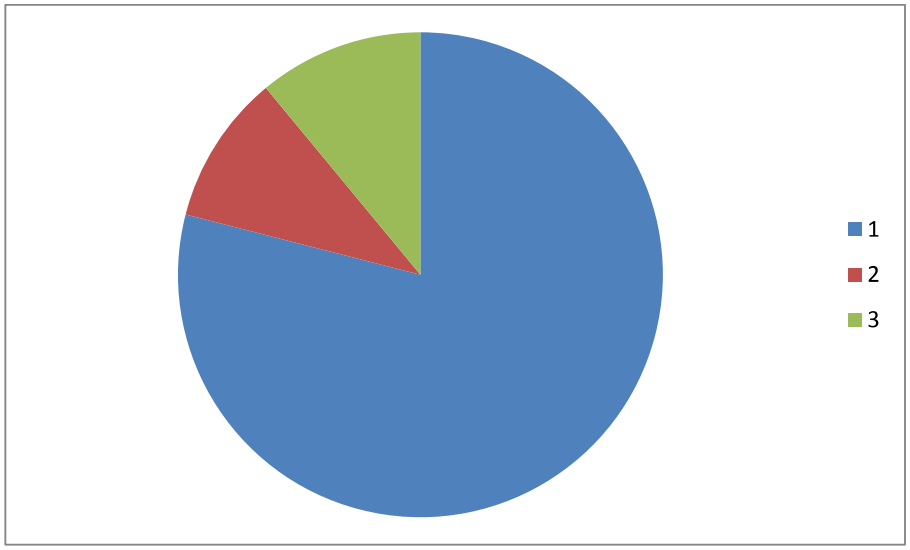


Chart 4.7 Opinion of Respondents on the nature of Corporate Communication work

4.8 MOST CHALLENGING JOB FOR CORPORATE COMMUNICATION:-

Table 4.8- Most Challenging job for Corporate Communication

Sl.No.	Option	Frequency	Percentage
1	Communicate to diversified mass	79	79
2	Communicate to entire public	9	9
3	Communicate to ext. Public	8	8
4	Total	100	100

Corporate Communication is a challenging task. it deals with people and try to establish Communication with them, As the table shows most of respondents agreed that Communication with diversified mass is most challenging task of Corporate Communication. 9 % said that Communication to any kind of public and 8% said that communication with external public is the most challenging task of Corporate Communication. Therefore, on the basis of data it can be concluded that Communication with diversified publics is the most challenging task of Corporate Communication.

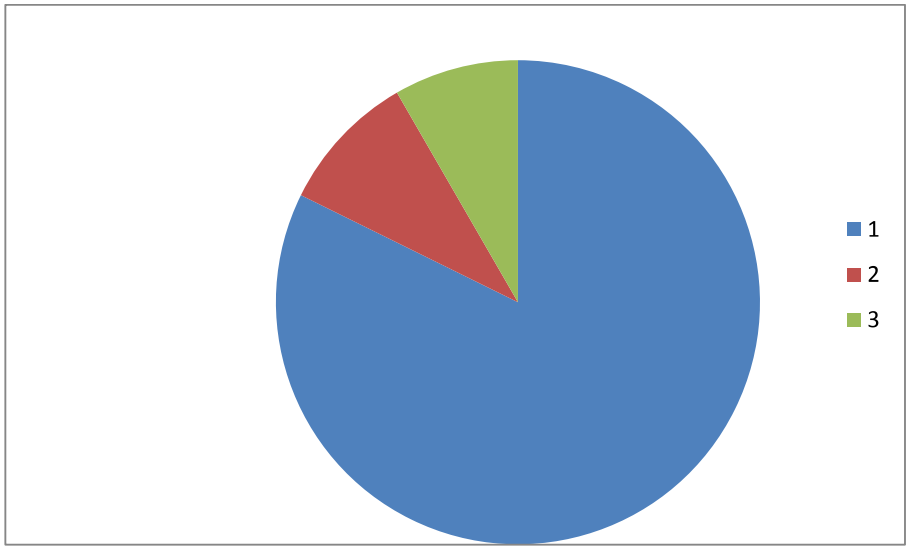


Chart4.8 Most Challenging job for Corporate Communication

4.9 WHEN MARKET GOES DOWN THEN ROLE OF CORPORATE COMMUNICATION

Table 4.9 When Market goes down then Corporate Communication

Sl. No.	Option	Frequency	Percentage
1	Maintain the brand Value	62	62
2	Change Policy of CC	20	20
3	Follow the policy	18	18
4	Total	100	100

Any business organization faces the challenge of slowdowns in market. It may happen due to increase in competition, product decline or economic slowdown. Corporate Communication also faces challenges in such situation and their role is intensified. As the data indicate in opinion of most of respondents (62%) maintaining brand value is most important task performed by Corporate Communication during economic slowdowns. 20 % of responds said Corporate Communication should change the policy and 18 % said that it should follow the

policy. Therefore, on the basis of data it can be said that Corporate Communication plays important role of maintaining brand value through its effort during the economic slowdown.

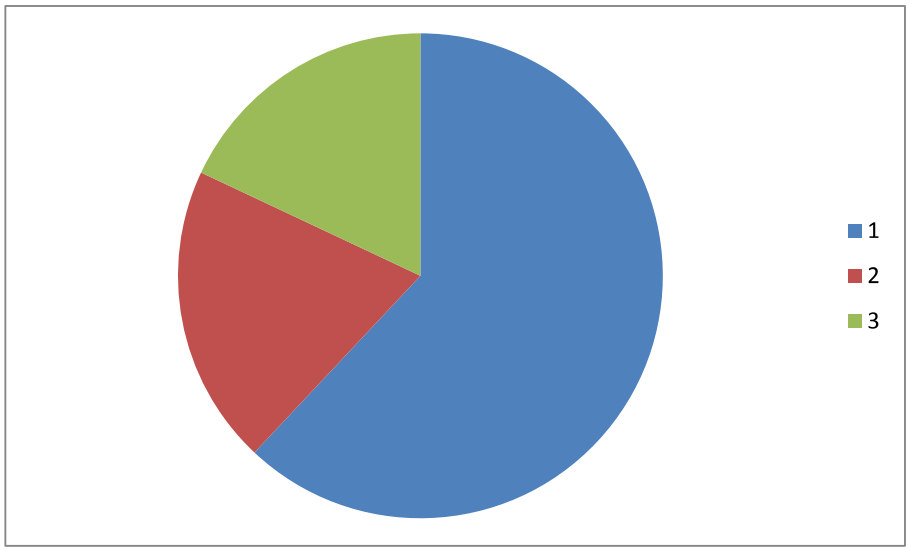


Chart 4.9 When market goes down then Corporate Communication

4.10 MOST IMPORTANT ACTIVITY UNDER CORPORATE COMMUNICATION:-

Table 4.10 Most important activity under Corporate Communication

Sl.No.	Option	Frequency	Percentage
1	Corporate Communication Responsibility	20	20
2	Media Relation	45	45
3	Public Relations	35	35
4	Total	100	100

As we known Corporate Communication is an umbrella term and various activities are taken by it to accomplish the target. As the table shows most of respondents (45%) rated media relation as most important activity of the Corporate Communication followed by PR(35%) and Corporate social responsibility (20%) ,

Therefore on the basis of trends of the data it can be said that media relation is the most important activity of the Corporate Communication.

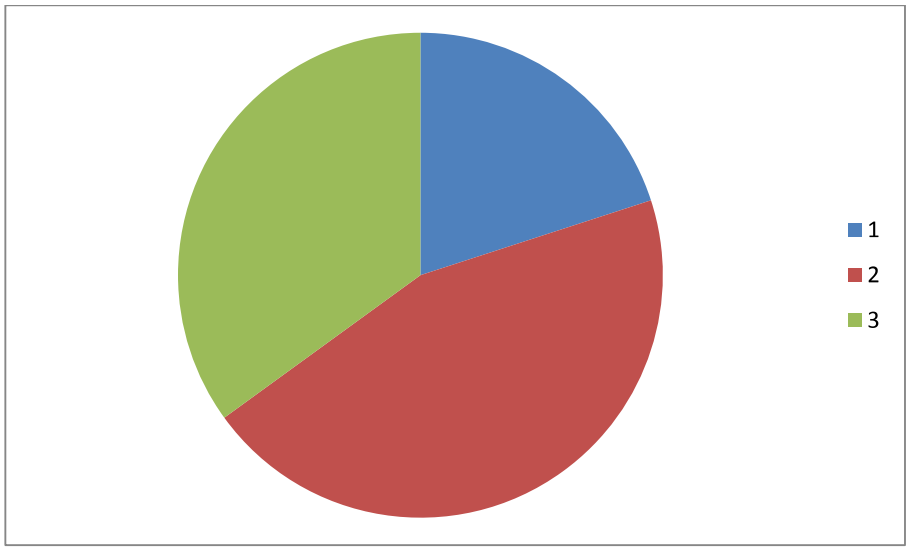


Chart 4.10 Most Important Activity under Corporate Communication

4.11 IMPORTANT ACTIVITIES OF CORPORATE COMMUNICATION DURING CRISIS:-

Table 4.11 Important activities of Corporate Communication during Crisis

Sl.No.	Option	Frequency	Percentage
1	Media Management	11	11
2	Crisis Management	79	79
3	Marketing Management	10	10
4	Total	100	100

As the table shows crisis management is the most important activity of CC during crisis supported by 79 % respondent. 11% respondents preferred media management and 10% marketing management. Therefore on basis of table it can be said that CC plays provocative and active role in overall crisis management.

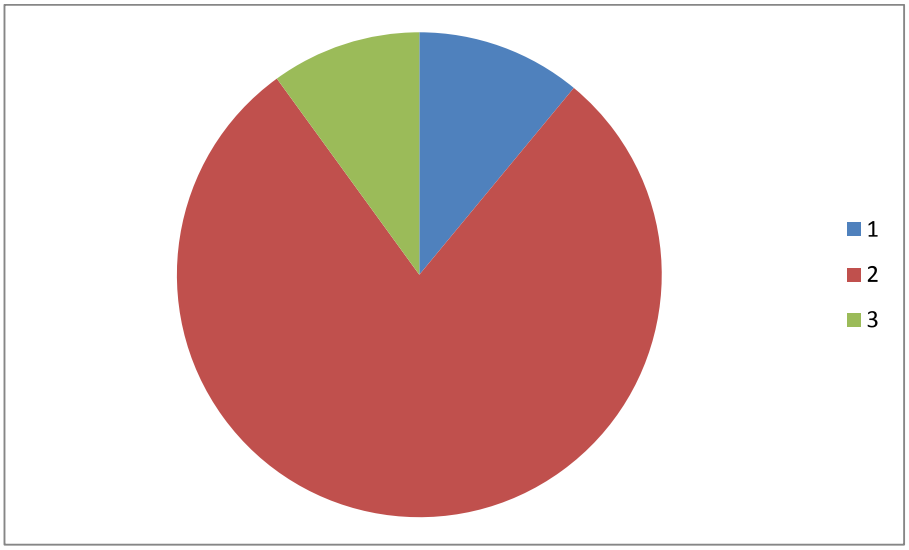


Chart-4.11 Important activities of Corporate Communication during Crisis

4.12 WHICH KIND OF COMMUNICATION IS MOST IMPORTANT ACTIVITY OF CORPORATE COMMUNICATION:-

Table4.12- Which kind of Communication is most important activity of Corporate Communication

Sl.No.	Option	Frequency	Percentage
1	Public /external Communication	12	12
2	Employee/internal communication	72	72
3	Communication management	16	16
4	Total	100	100

As the data show most of respondents of the view that employee or internal communication is the most important activity of Corporate Communication.12 % have chosen external communication and 16 % overall communication management. Therefore, on the basis of data it can be said that employee or internal communication is very important activity of Corporate Communication.

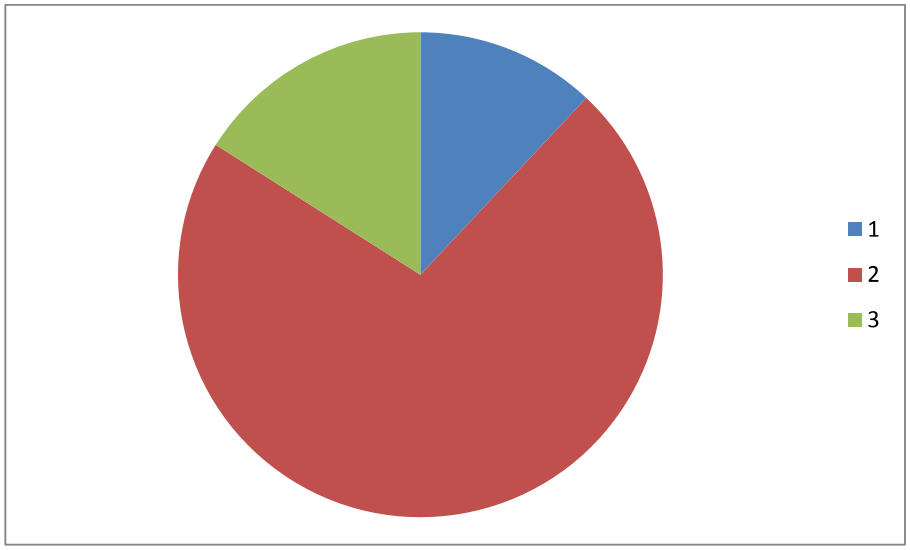


Chart 4.12Which kind of Communication is most important activity of Corporate Communication

4.13 ROLE OF CORPORATE COMMUNICATION IN MARKETING:-

Table 4.13 Role of Corporate Communication in Marketing

Sl.No.	Option	Frequency	Percentage
1	Product/ brand Communication	60	60
2	Product Reputation	25	25
3	Advertisement	15	15
4	Total	100	100

As the table shows most of respondents feel that (60%) product /brand communication is the area where Corporate Communication plays major role in marketing. 25 % respondents said product reputation and 15% said advertisement. Therefore, on the basis of data it can be said that Corporate Communication plays important role in marketing and it helps in major way in product or brand communication.

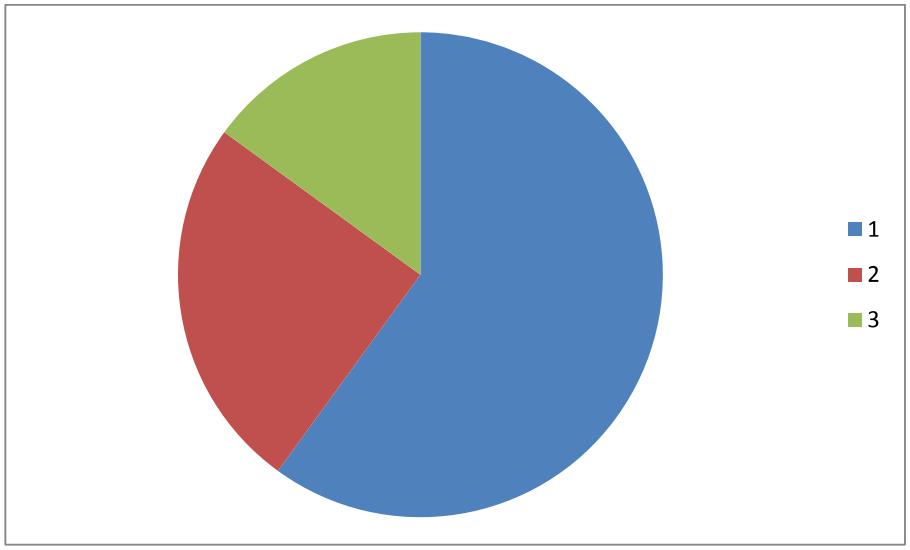


Chart 4.13 Role of Corporate Communication in Marketing

4.14 CORPORATE COMMUNICATION IS INTEGRAL PART OF THE MANAGEMENT:-

Table 4.14 Corporate Communication is integral part of the management

Sl.No.	Option	Frequency	Percentage
1	Yes	69	69%
2	No	9	9%
3	Can`t say	22	22%
4	Total	100	100

As shown in the table most of respondents (69%) agreed that Corporate Communication is integral part of the management of any company. Only 9 % said no and 22 % of respondents did not give any choice by opting can`t say. Therefore on the basis of data it can be said that Corporate Communication is the integral part of the management.

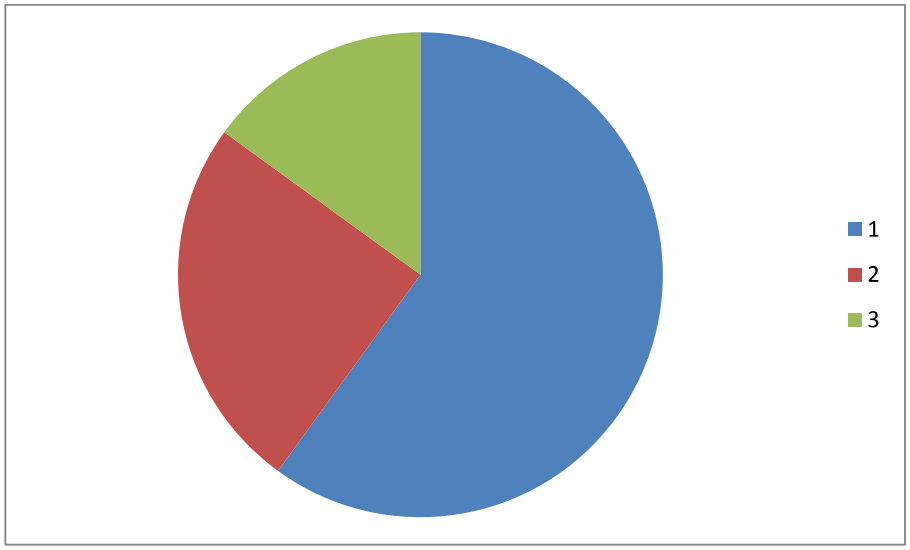


Chart 4.14 Corporate Communication is integral part of the management

4.15 PRESENCE OF CORPORATE COMMUNICATION REPRESENTATIVES IN GENERAL MANAGEMENTS MEETING:-

Table4.15 Presence of Corporate Communication representatives in general managements meeting

Sl.No.	Options	Frequency	Percentage
1	Yes	89	89%
2	No	0	0%
3	Can`t say	11	11%
4	Total	100	100

As it is mentioned in the table 89% out of total respondents approved that Corporate Communication representatives are present in general are present in general management meetings. 11 % respondents were neutral on the response. Therefore it can be said that in opinion of most of the respondents Corporate Communication takes active part in the general managements meetings to discover issues related with the overall managements of the organizations.

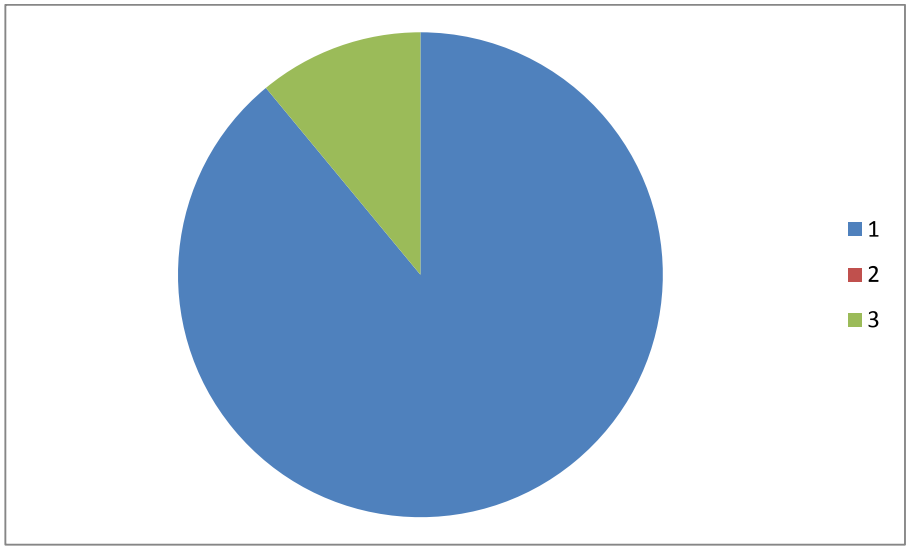


Chart 4.15 Presence of Corporate Communication representatives in general managements meeting

4.16 LIBERTY TO THE CORPORATE COMMUNICATON UNIT FOR POLICY FORMULATION:-

Table 4.16 Liberty to the Corporate Communication unit for policy formulation

Sl.No.	Options	Frequency	Percentage
1	Full Freedom	64	64%
2	Under the control of top management	21	21%
3	No	3	3%
4	Can`t say	12	12%
5	Total	100	100

Liberty of Policy formulation is very important sign of freedom of the work. As per the data arranged in table 64% respondents agreed that they are given full freedom to formulate their departmental policies. 21% respondents said that policy formulation takes place under control of top level management. 3 % said no to such freedom and 12 % were neutral on the issue. Therefore, on the basis of data it can be concluded that in most of companies Corporate Communication unit have full freedom to formulate their policies.

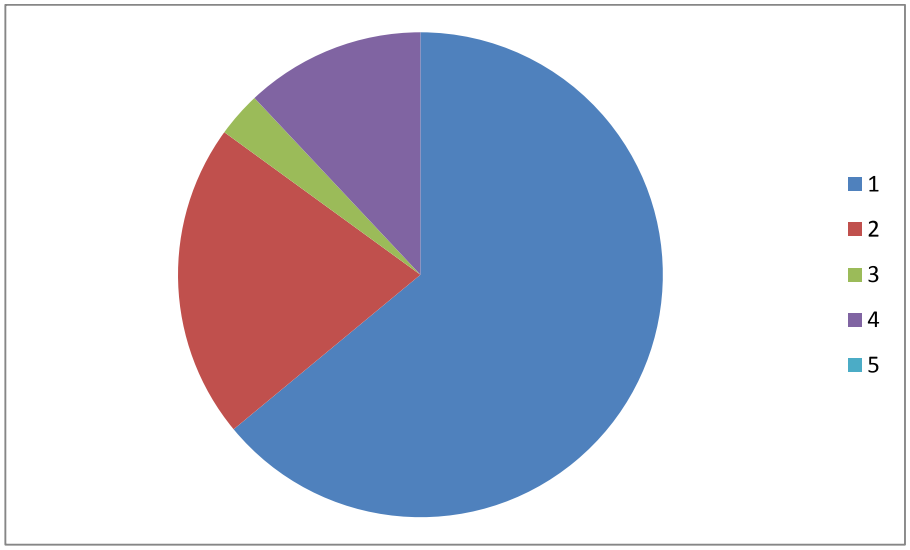


Table 4.16 Liberty to the Corporate Communication unit for policy formulation

4.17 BETTER PHASE FOR CORPORATE COMMUNICATION PRACTICES:-

Table 4.17 Better Phase for Corporate Communication Practices

Sl.No.	Options	Frequency	Percentage
1	Before economic liberalization	0	0%
2	After economic liberalization	100	100%
3	Can`t say	100	100
5	Total	100	100

It is commonly accepted fact that Corporate Communication got fillip after the economic liberalization in our country. Data also indicates in the same way. As shown in the table all respondents have said that Corporate Communication practices became more important after coming of economic liberalization in India. Therefore it can be concluded that economic liberalization can be taken as the point of reference in growth of Corporate Communication. It also indicates towards a positive co-relation between coming of economic liberalization and emergence of Corporate Communication.

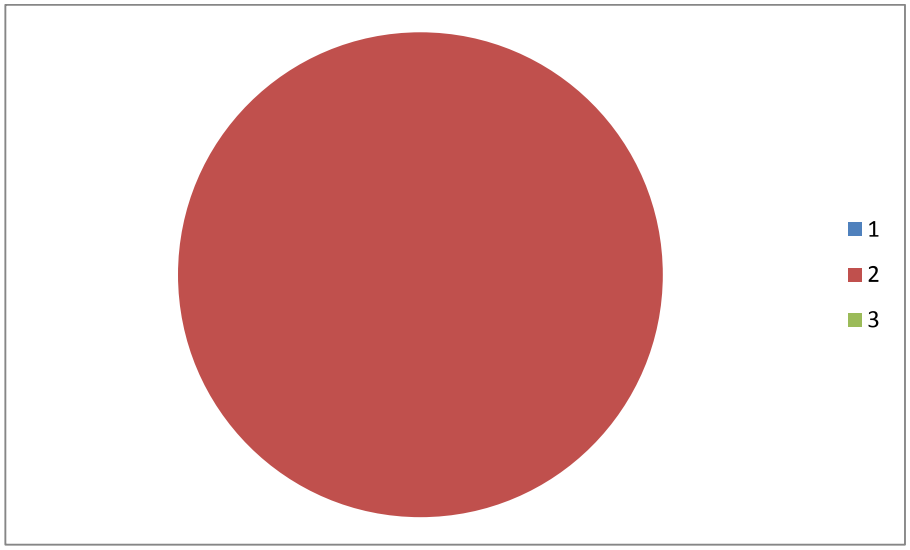


Chart 4.17 Better Phase for Corporate Communication Practices

4.18 MOST IMPORTANT FACTOR FOR THE GROWTH OF CORPORATE COMMUNICATION:-

Table 4.18 Most important factor for the growth of Corporate Communication

Sl.No.	Options	Frequency	Percentage
1	Open market competition	59	59
2	Private sector emergence	38	38
3	International demand for corporate communication	3	3%
5	Total	100	100

As the shows59% out of total respondents opinioned that open market competition is the most important factor for growth of Corporate Communication in India. In opinion of 38 % out of total respondents emergence of private sector is the most important factor. Only 3 % respondents said that it is influenced from the demand of Corporate Communication at international level. Therefore it can be said that there is a definite correlation between increase in open market competition and emergence of private sector and the growth of Corporate Communication.

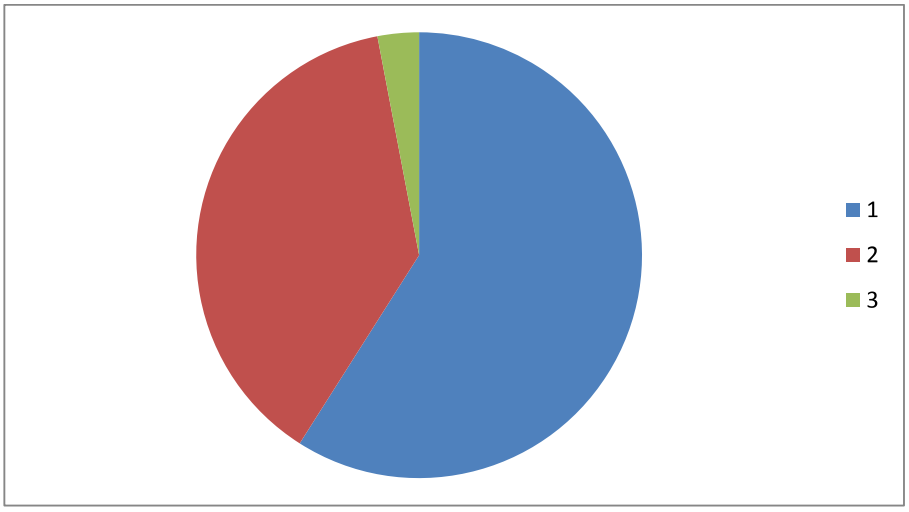


Chart 4.18 Most important factor for the growth of Corporate Communication

4.19 IMPORTANCE OF CORPORATE COMMUNICATION FOR A COMPANY:-

Table4.19 Importance of Corporate Communication for a Company

Sl.No.	Options	Frequency	Percentage
1	It affect performance of the company	100	100%
2	Complementary to marketing	100	100%
3	By Convention it is required	-------	---------
4	Can`t say	--------	----------
5	Total	----------	----------

As shown in the table all the respondents (100%) agreed that Corporate Communication affects the performance of the Company. They were also agreed totally that it is complimentary to the marketing activities. Therefore on the basis of data it can be said that Corporate Communication is important for good performance of any company as well as it is also important for its marketing activities. Hence, a positive co-relation can be established with Corporate Communication and its marketing affairs.

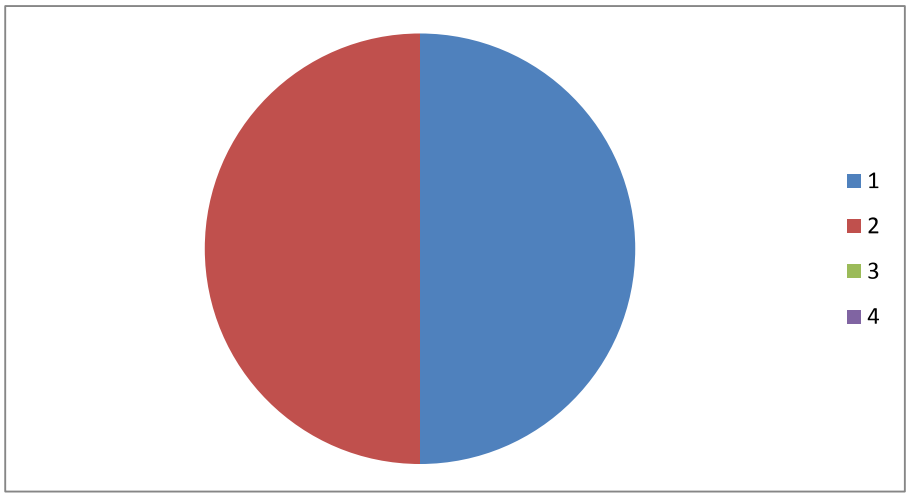


Chart4.19-Importance of Corporate Communication for a Company

4.20 NEED OF CORPORATE COMMUNICATION FOR A COMPANY:-

Table 4.20 Need of Corporate Communication for a Company

Sl. No	Options	Yes		No		Can`t say	
		Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
1	For better communication management	100	100%	0	0%	0	0%
2	For orientation of employees	69	69%	10	10%	21	21%
3	For motivating public	76	76%	8	8%	16	16%
4	For better customer relation	58	58%	34	34%	8%	8%
5	For better conduct of CSR	83	83%	14	14%	3	3%
6	For better handling of Crisis	91	91%	3	3%	6	6%
7	Can`t say	0	0%	0	0%	0	0%

Corporate Communication helps a company in various ways. All respondents opinioned (100%) that Corporate Communication is important or required for better communication management in a company. Most of respondents (69%) said that Corporate Communication needed for better orientation of employees of a company.10% said no and 21 % were neutral on this issue. 76 % respondents of the opinion that there is need of Corporate Communication to motivate public of an organization . 8% said no and 16 % were neutral. In opinion of 58 % respondents Corporate Communication is needed for better customer relations. 34% were with negative opinion and 8% were neutral here. 83 % out of total respondents said that Corporate Communication is required for better conduct of CSR activities. 14% were negative and 3 % neutral on their option. 91% out of total respondents have said that Corporate Communication is important to handle crisis situation in the organization. 3% said no to it and 6 % were neutral. Therefore as mentioned in the data it can be said that Corporate Communication is an integral part of any company and it is required for multiple reasons including better communication management orientation of employees, motivation of public, customer care better CSR activities and to resolve crisis situation.

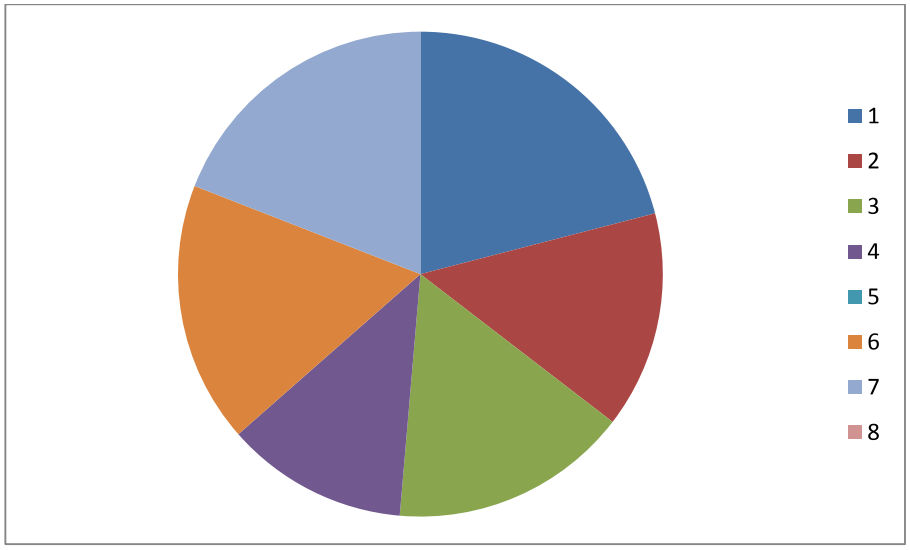


Chart 4.20 Need of Corporate Communication for a Company