

CHAPTER – II

REVIEW OF LITERATURE

2.1. Introduction

Corporate social responsibility practically involves a business identifying its stakeholder groups, and going beyond its legal obligations to incorporate their needs and values into the day-to-day decisions and activities of the organisation. Business strategy has been recognized as a CSR requirement, yet the standard proposed largely ignores how key management practices can be utilized". The increase in the attractiveness of CSR activities can be demonstrated in a host of surveys amongst global business executives. Modern corporate houses have realized the importance of implementing eco-friendly projects which benefit the mankind and promote sustainable development. Corporate sustainable communication has also become an important component of CSR. There is a need for media and communications research on environmental issues/controversy to reconnect with traditional sociological concerns about power and inequality in the public sphere. A brief survey of the notable works done in the field of corporate communication, corporate reputation management, corporate social responsibility and corporate environment protection initiatives is presented in this chapter.

2.2 Research in Corporate Communication

Bland and Jackson (1990:39) analyzed the employee communication which is part and parcel of corporate communication in modern organizations. The scholar observed that employee communication was an effective instrument of employee relations in modern organizations. The scholar suggested that employee communication should be developed systematically in modern organizations in order to promote better understanding between the management and employees and achieve the goals of organizational development. The study primarily dealt with the management of employee communication and corporate communication in modern organizations.

Lesley (1991:128) assessed the role of communication in organizational management and reported that modern organizations cannot achieve their goals in the

absence of effective corporate communication and organizational communication. The scholar suggested that corporate communication and organizational communication should be practiced in modern organizations in order to achieve overall development. The study primarily dealt with the role of corporate communication and organizational communication in modern society.

Balan (1992:16) conducted a study on the status of corporate communication in India and observed that corporate communication had become an important component of organizational management. The scholar has suggested that corporate communication should be developed scientifically in India in order to promote organizational development. The study primarily dealt with corporate communication and organizational development in India.

Goodman (1994:94) carried out a study on the theory and practice of corporate communication in modern society and noted that corporate communication system had emerged over the years as a prominent tool of human relations in modern society. The scholar suggested that corporate communication could be improved in modern society through systematic development of corporate communication system. The study primarily dealt with the role of corporate communication and corporate communication in modern society.

Gupta (1994:99) examined the role of PR communication in modern Indian organizations and pointed out that communication skill was not adequately developed among PR practitioners in modern organizations. The study primarily dealt with the development of PR communication skills and human resources development in India. The scholar suggested that PR practitioners should be enabled to gain specialization in various branches of communication management.

Minoli (1994:152) explored the imaging in corporate environments and opined that modern corporate houses used specialists in corporate communication and advanced corporate communication technologies in order to persuade the various publics including the customers to accept the policies, products and services. The study revealed that corporate communication was primarily used for the purpose of image building, reputation management, crisis management, disaster management and other purposes in modern corporate environment.

Bhimani (1995:37) evaluated the evolution, status, problems and prospects of corporate communication based upon her first hand experience in corporate communication. The scholar has suggested that corporate communication should be developed systematically in India in order to achieve the goals of organizations. The study primarily dealt with corporate communication and organizational development in India.

Dozier et. al (1995:74) investigated the processes of corporate communication and communication management in modern organizations and stated that the role of organizational communication system was understood by the corporate leaders. The researchers have suggested that modern organizations should have a well organized organizational communication system and in order to boost corporate communication and organizational development. The study primarily dealt with the role of organizational communication and corporate communication.

Graham (1995:96) conducted an empirical research on managing international corporate communication and found that PR profession grew over the years internationally as a prominent instrument of organizational development. The researcher has suggested certain measures for the healthy development of PR profession. The study primarily deals with the growth, management and development of PR profession globally.

Horton (1995:110) analyzed the need for integrating corporate communication with the process of management of corporate houses on the basis of the cost-effective use of message and medium. The study revealed that modern corporate houses primarily used corporate communication as a prominent tool of customer relationship management on the basis of advanced technological applications and communication strategies.

Pothuval (1995:172) assessed the growth and development of industrial communication in modern organizations. The scholar analyzed the factors and forces associated with the development of industrial communication in general and corporate communication in particular in modern India. The scholar has suggested that organizational communication should be developed in modern industrial organizations to improve industrial relations as well as corporate communication in

India. The study primarily dealt with the development of industrial communication and corporate communication in modern Indian organizations.

Riel (1995:182) conducted a study on the origin, growth and development of corporate communication and authored a book on the principles of corporate communication. The scholar primarily focused the attention of scholars and professionals on the ethical dimensions of corporate communication and suggested that corporate communication should be practiced on the basis of corporate social responsibility in order to gain credibility and reputation on the basis of positive approaches.

Sarasin et. al (1995:189) carried out the study on the relationship between business policy and corporate communication and reported that corporate communication enabled the modern corporate houses to achieve the goal of business promotion. The scholars suggested that corporate houses should formulate corporate communication policy, design corporate communication strategies and practice corporate communication on the basis of empirical findings and expert suggestions and guidelines.

Williams (1995:212) explored the need for corporate communication for professional service companies and noted that professional service companies understood the importance of corporate communication in modern corporate environment. The study revealed that all service providers including professional service companies primarily depended on corporate communication to bridge the communication gap between corporate houses and various stakeholders.

Chaudhuri (1996:54) evaluated the relationship between multi-media and corporate communication in modern organizations with special reference to India and pointed out that multi-media were not fully and properly used in modern organizations as effective tools of corporate communication and customer relationship management. The researcher suggested that multi-media of communication should be utilized properly in modern organizations in order to bridge the communication gaps between the management and various stakeholders including the customers in modern organizations.

Dutta (1996:77) investigated the new challenges of corporate communication in modern organizations in the age of globalization and opined that organizational communication should be developed in order to bridge the communication gap between the organization and stakeholders. The researcher suggested that organizational communication should be systematically developed in modern organizations in order to increase the effectiveness of corporate communication in modern organizations. The study primarily deals with the development of organizational communication and corporate communication in modern organizations.

Ghosh (1996:88) studied the evolution, role and significance of corporate communication in modern India and stated that corporate communication was practiced in modern organizations in order to develop reciprocal understanding and transactions between modern organizations and constituent publics in Indian society. The study primarily dealt with the development of PR profession and organizational development in India.

Oliver (1997:166) assessed the corporate leaders and communicators and reported that corporate communication has grown over the years as a prominent 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. The study primarily dealt with the role of corporate communication which is the latest nomenclature of corporate communication in modern society.

Van Riel (1997:206) conducted a study on the research in corporate communication which is an emerging field in the new millennium and observed that modern corporate houses encouraged scientific evaluation of the impact of corporate communication on various stakeholders. The scholar also observed that the process of corporate communication was refined on the basis of research findings and suggestions in the modern times.

Wright (1997:216) carried out an investigation on the perceptions of corporate communication as public relations and noted that all rapport development exercises between the organization and rest of the people were considered as 'public relations' in the past. The scholar also pointed out that in the age of economic liberalization,

corporate houses used advanced methods and technologies to build and sustain mutually beneficial relationship which is presently known as 'corporate communication'.

Gorden et. al (1998:95) examined the role of corporate communication in hospital management and pointed out that corporate communication practices enriched the process of hospital management in western society. The researchers have also suggested appropriate corporate communication and internal communication strategies and channels which would boost healthcare management. The study primarily dealt with the role of corporate communication in the process of healthcare management.

Argentini (1998:11) explored the strategic employee communication which is one of the major types of corporate communication in modern organizations. The researcher opined that the employee communication systems were not scientifically developed in modern organizations. The researcher suggested appropriate measures for the improvement of employee communication through organized internal communication system. The study primarily dealt with the role of employee communication and corporate communication in modern society.

Benigni et. al (1998:30) evaluated the corporate communication education and stated that a great majority of campaign classes incorporated research elements while many were not grounded in theory. The study also indicated a glaring absence of real world strategies and tactics in the course and inconsistencies regarding the agency-style set-up. The study primarily dealt with the role of corporate communication training and curricular guidelines in educational institutions.

Bruning and Ledingham (1998:44) investigated the relationship between corporate communication and customer interest in particular with reference to industrial organizations. The researcher found that the relationship which existed between the organization and customer differentiated those who are loyal to the organization from those who are not. The researcher suggested appropriate corporate communication and internal communication strategies and practices which would benefit both the parties. The study partially covered the role of corporate communication and internal communication in promoting customer interest.

Dolphin (1998:72) studied the nature, scope and significance of corporate communication in modern society and provided a comprehensive account of principles of corporate communication, techniques of corporate communication, tools of corporate communication and strategies of corporate communication which benefit the scholars, professionals and other stakeholders of corporate communication in modern corporate environment.

Stevens (1998:200) analyzed the emergence of global corporate communication networks and reported that successful organizational climate was established on the basis of planned corporate communication and business promotion activities. The scholar has suggested that an effective and credible corporate communication is essential to build and sustain knowledgeable and supportive consumers in modern society.

Carol (2000:49) assessed the process of training in corporate communication and advertising in modern educational institutions. The work had resulted in the development of an integrated marketing communication class for advertising, corporate communication and marketing seniors. The study primarily dealt with training in corporate communication and advertising.

Chang et. al (2000:52) conducted a study on corporate communication research by using case study method and observed that corporate communication research was talked about much more than it was practiced. Following Grunig's exemplification of the use of focus group research in corporate communication, that case study offered a guide to the use of a quasi-experimental design with control group for evaluating corporate communication efforts. They had suggested certain measures for the improvement of research in corporate communication field. The study primarily dealt with the role of corporate communication and information sources in modern organizations.

Kalleher (2000:117) carried out an investigation on the relationship between corporate communication professionals and media habits in modern organizations. The researcher noted that PR managers spent more time in oral communication while the technical professionals spent more time on written communication channels. The

study primarily dealt with the tools of corporate communication in modern organizations.

Page (2000:169) examined corporate communication strategies used in the press releases distributed by modern organizations and pointed out that the taxonomy of corporate communication strategies proposed by Hazleton was a valid conceptualization of corporate communication strategy used in modern organizations. The researcher had also suggested certain techniques of presentation of press releases by the PR practitioners. The study primarily dealt with the corporate communication tools used by modern organizations.

Abratt and Mofokeng (2001:03) explored the development and management of corporate image in South Africa and opined that the boundaries between advertising and programming became invisible in the age of information revolution. The scholars suggested that corporate houses can build better image through delivery of quality oriented and people friendly services rather than attractive advertising campaigns.

Pradhan (2001:173) investigated the dimensions and strategies of corporate communication with special reference to National Aluminum Company Ltd., Bhubaneswar, Orissa, India. The researcher found that downward communication originates at all levels while the upward communication was not as effective a tool of employee relations in NALCO. The researcher suggested that corporate communication should be developed in terms of upward communication, downward communication and horizontal communication with respect to employee communication and relations. The study primarily deals with the development and management of corporate communication system in a public sector organization.

Argentini and Forman (2002:12) studied the theoretical and practical aspects of corporate communication and authored a book which is well-known among the scholars and practitioners across the globe. The scholars also authored a book on the basis of their lifelong association and experiment with the subject of corporate communication. The work provides practically relevant and useful guidelines in order to upgrade the practice of corporate communication in the world.

Vitez (2002:208) analyzed the problems in corporate communication which is practiced in modern corporate environment in order to facilitate successful business. The study revealed that modern corporate communicators adopted the push and pull methods in order to push messages down the communication challenges and retrieve corporate messages. The scholar also noted that e-mail, telephone, memos and bulletin boards were commonly used corporate communication channels. The scholar suggested that corporate communicators must avoid preconceived notions or confusing environments when sending messages.

Henderson and Adam (2003:105) assessed the internal communication process of an electrical utility organization and found that good internal communication contributed to the development of sustainable business progress in modern organizations. The researchers critically evaluated the approach adopted by the managers to address their internal communication problems in the midst of change. The researchers had proposed a communication template which was a common sense approach to good internal communication which was a part of corporate communication system. The study primarily dealt with the role of internal communication in the process of organizational management.

Lee and Berkowitz (2003:127) conducted a study on the relationship between journalists and PR practitioners in Korea. They conducted in-depth interviews of 10 pairs of journalists and PR practitioners. The respondents felt the presence of positive force for their mutual interaction. The study primarily dealt with the relationship between media and corporate communication.

Chowdary (2004:55) carried out an investigation on the need and importance of corporate communication in the Indian context and authored a book on corporate communication which involves salient concepts and cases. The work also provides locally relevant techniques of corporate communication which benefit the Indian corporate houses in letter and spirit.

Correll (2004:60) examined the theoretical and practical foundations of corporate communication and authored a book on corporate communication which serves as a guide to ideation. The scholar also primarily dealt with the evolution, significance and application of corporate communication in the modern society and

noted that modern corporate houses practiced the corporate communication vigorously in order to build sound image, reputation and credibility over a period of time.

Mamatha (2004:137) evaluated the organizational communication systems and the development of models for the system improvement in Karnataka State of India and observed that the subject matter of the adoption of information technology mediated communication media and its capacity to assist in the accomplishment of the assigned task has not been fully investigated. The researcher suggested that the success of organizational communication depends on the systematic choice of media and utilization of professionally competent organizational communicators. The study primarily deals with the development of organizational communication system in modern organizations rather than corporate communication.

Nelson (2004:161) investigated the need for integrated corporate communication in modern society which has changed a great deal because of innovative technologies and practice. The scholar noted that integration involved the consolidation of communication operations within a given corporate setting since modern corporate houses considered several aspects seriously such as investor communication, public relations, community outreach, internal communication and website maintenance. The scholar also noted that all these operations working together would comprise corporate communication integration.

Dev (2005:68) studied the importance of organizational communication in modern organizations and pointed out that organizational communication is essential in this age of competitiveness in order to win over the constituent publics including the employees. The researcher has suggested that modern organizations should accord high priority to organizational communication and corporate communication in order to develop short-term and long-term goals of organizational development. The study primarily deals with organizational communication and corporate communication in modern India.

Fenell (2005:82) analyzed the role of Internet as a tool of corporate crisis management communication and opined that corporate crisis communication involves preparing a crisis webpage or website which should be prepared before a crisis, based

on what crises occur more commonly in the business environment. The scholar suggested that using the Internet for crisis management proves efficient and allows the company to control the message being sent. The efficiency of the Internet in crisis communication stems from the convenience factor that allows individuals to obtain information when they want to, according to the study.

Balmer (2007:21) conducted a study on the corporate communication in modern corporate environment and found that corporate houses actively involved the specialists and adopted healthy and competitive strategies of corporate communication in order to sustain the active involvement of various stakeholders in the process of organizational development. The scholar also offered certain norms, guidelines and strategies for the betterment of the status of corporate communication in modern society.

Chaudhuri (2007:53) examined the process of employee relations which is directly associated with corporate communication in modern organizations with special reference to India. The researcher found that economic liberalization in India brought about changes in both industrial growth and industrial management. The researcher suggested that modern industrial organizations should develop quality benchmarks for the management of organizational communication and corporate communication. The study primarily deals with employee communication and corporate communication.

Prakash (2007:174) explored the corporate communication practices in public sector with special reference to Karnataka Power Corporation Limited, Bangalore and reported that the corporate communication system played a major role in cementing the communication gap between the organization and various publics who matter most in the age of globalization. The scholar provided specific norms and guidelines for the conduction of corporate communication affairs in public sector organizations in India.

Vita (2007:207) evaluated the employee communication measurement with special reference to modern organizations and observed that internal communication measurement is critical to understanding the attitudes and opinions of the organization's most important assets, namely, employees. The researcher also noted

that internal communication measurement required more than just an employee satisfaction survey in this era of global competition for talent. The researcher suggested that modern managements should adopt employee relations and corporate communication techniques which would facilitate organizational development in modern society. The study primarily dealt with employee communication and corporate communication in modern society.

Lindblad (2008:131) investigated the creative corporate communication techniques since every business needs an effective way to communicate with its employees, vendors, investors and customers. The study revealed that modern corporations can leverage their presence on the Internet by participating in a variety of social networking opportunities. The scholar suggested that freelance writers hired by the company can generate fresh content for blogs, updates, and ‘tweets’.

Ogunjimi (2008:165) studied the corporate communication techniques and pointed out that such techniques are part of the larger corporate strategic plans, which may identify how the organization is changing, and the techniques that will be used to facilitate the transition. The scholar suggested that corporate communicators must measure their impact within the corporate structure by identifying how many people received the messages they created, and any tangible change in branding perception or public reaction that occurred as a result of the communication.

Outi (2008:168) analyzed the relationship between the diversity management and corporate communication and opined that corporate communication served variety of purposes in the modern corporate environment. The scholar also dealt with the diversified functions of corporate communication in the age of globalization and suggested that modern corporate houses should practice corporate communication vigorously in order to rise to the occasion from business promotion point of view.

Sapna (2008:188) assessed the communication patterns employed for effective internal relations in public and private undertakings in Karnataka State and stated that private corporate houses gave more importance to internal communication system development and operations as compared to the public sector houses. The scholar also suggested that employees of the organization should be utilized as the cultural and business ambassadors in modern organizations in order to build image and enhance the reputation of the corporate houses in the competitive business environment.

Meyer (2009:150) carried out an investigation on the changing profile of corporate communication under the pressures of globalization and reported that competitive advantages are gained by creating, transferring and exploiting competences across operations and locations internationally. The study revealed that the global conglomerates redesigned their strategies to focus on core businesses on the basis of scientific evaluation and involvement of experts in the field of corporate communication. The implications of the change in global strategy are derived for decision makers in both business and politics, reflecting the challenges of the global financial crisis.

Pandya and Sekhar (2009:171) examined the emerging trends in corporate communication and observed that corporate communication also grew in India over a period of time in accordance with the changing business and technological environments. The scholars further pointed out that the fraternity of corporate communicators should change their attitudes and operations in accordance with the advanced techniques of business management in Indian society.

Argentini (2010:08) explored the salient features of corporate communication and noted that modern corporate houses attached great significance to corporate communication which has become an important component of business promotion. The scholar pointed out that the goal of organizational development cannot be achieved in the absence of systematic corporate communication strategies and technologies.

Benita and Niemann (2010:31) evaluated the corporate communication's strategic contribution at the macro-organizational level and pointed out that corporate houses utilized new media of communication in order to enlarge their operational base at the national and global level. The scholars also noted that application of new media brought about commendable operational changes in modern corporate houses and facilitated the development of macro level business system and operations.

Ershova (2010:80) made a comparative analysis of Finnish and Russian corporate communication system, operations and features and opined that modern corporate houses practiced corporate communication seriously in these two countries. The scholar also noted that Russian corporate houses gained an upper hand over their

Finnish counterparts in the practice of corporate communication on the basis of scientifically appropriate strategies and technologies.

Katalin (2010:119) investigated the relationship between globalization and corporate communication in the new millennium and stated that corporate houses were greatly influenced by the process of globalization and practiced corporate communication in order to bridge the communication gap between the corporate houses and various stakeholders. The study also suggested that modern corporate houses should practice corporate communication on the basis of systematic evaluation in the changing global scenario.

Ananthakrishnan (2011:06) studied the impact of corporate communication on internal publics with reference to Hindustan Aeronautics Limited, Bangalore, India and found that internal communication system was sound and created better interaction between the management and employees. The scholar suggested that internal communication system should be promoted in a systematic way as an important branch of corporate communication in order to motivate the employees to build image and manage reputation consciously and competently.

Cornelissen (2011:58) analyzed the role and responsibility of corporate communication in the modern corporate environment and reported that corporate communication was practiced on the basis of advanced tools and strategies in modern organizations. The work provides useful concepts, norms and guidelines which would improve the status of corporate communication and safeguard the interest of modern corporate houses.

Drum (2011:75) assessed the effectiveness of corporate communication during large-scale information technology changes and observed that modern information and communication technologies brought about the death of distance between the corporate houses and various stakeholders across the globe. The study also revealed that application of new technologies and methodologies enhanced the status of corporate communication over a period of time.

Folayan (2011:84) conducted a study on the role of corporate communication in the process of business promotion and noted that modern corporate houses heavily depended on corporate communication strategies and services in order to achieve the

goal of business management. The study revealed that specialists in corporate communication were actively involved in the process of strategy development in order to enhance the status of corporate communication.

Ranganatha (2011:179) carried out an investigation on the status, problems and prospects of corporate advertising in Karnataka State and pointed out that corporate advertising has become an important branch of corporate communication in public and private sector undertakings of Karnataka State. The study revealed that modern corporate houses used the advanced tools of corporate advertising in order to reach out to the customers and persuade them to accept the goods and services. The study also reported the social costs of corporate advertising services in the age of globalization.

Bhattacharya (2012:36) examined the mutually beneficial relationship between the corporate communication and promotion management with reference to India and opined that corporate communication emerged as a prominent tool of promotion management in modern corporate environment. The scholar also provided certain principles and parameters for the advancement of the status of corporate communication in India.

Zerfass and Sherzada (2014:220) investigated the corporate communication in the age of globalization and reported that the performance of corporate communications depended heavily on the perceptions, beliefs, and expectations that chief executive officers (CEOs) and other top executives hold towards communication. The study revealed that corporate communication professionals were not considered as the spokes persons by the management. The scholars suggested that corporate communication should be developed on the basis of suggestions and guidelines offered by the experts.

Bortree (2014:41) studied the CSR communication in modern corporate houses and observed that past and current practices of CSR communication were based on systematic planning and management. The study revealed that corporate communication had built an identity for modern organizations on the basis of social concern and professional excellence. The scholar suggested that top management should supervise the CSR communication and extend moral and material support for the corporate communicators.

Mohamad et. al (2014:153) analyzed the current literature on corporate communication management and organizational performance and noted that corporate communication had received great attention from scholars and the business community more than 40 years ago due to changes in global business environments. The study revealed that there was a paucity of studies on the validation of this theoretical assumption. The scholars provided certain managerial and policy implications which help corporate communication practitioners to identify the practical needs of their work and design an appropriate CCM Program.

2.3 Corporate Reputation Management Research

Bernstein (1994:33) assessed the relationship between the company image and reality and pointed out that corporate communication played a major role in the establishment of mutually beneficial rapport between the corporate house and various stakeholders of organizational development. The study revealed that corporate communication had become an important tool of building favorable image and maintaining positive organizational reputation in modern corporate environment.

Balmer (1996:17) conducted a study on the nature of corporate identity on the basis of an exploratory study and opined that modern corporate houses achieved better success through brand management and corporate identity management functions. The scholar also noted that corporate communication has become an important aspect of organizational management in public and private corporate houses.

Quirke (1996:177) carried out an investigation on the need for communicating corporate image through effective corporate communication strategies and stated that modern corporate houses needed certain benchmarks and healthy practices in order to boost the corporate image and achieve commendable success in the field of business.

Herbig and O'Hara (1998:106) explored the role of pre-announcements as a tool of reputation management in modern corporate environment and reported that corporate houses accorded high priority for the development of identity and management of reputation which are the foundations of sound business management in the new millennium. The scholars suggested that experts in corporate communication should work in close collaboration with the PR consultants in order to achieve success in business promotion.

McGovern (1998:142) evaluated the ethical dilemmas in the modern corporate houses and observed that corporate houses earned good name and fame on the basis of sound ideas and practices in modern corporate environment. The scholar also noted that modern corporate houses understood the importance of customers and other stakeholders of organizational development and maintained good relationship on the basis of sound guidelines and practices.

Betts (1999:34) studied the strategic communication management with special reference to business promotion and customer relationship management in modern organizations and noted that corporate communicators played a major role in persuading the customers to buy the products and services. The researcher has suggested that corporate communication should be used as an effective instrument of marketing management and customer relationship management.

Balmer and Gray (2000:20) analyzed the relationship between the corporate identity and corporate communication and pointed out that systematic practice of corporate communication created a competitive advantage in modern business environment. The study revealed that modern corporate houses were seriously pre-occupied with the development of corporate identity through delivery of people oriented goods and services.

Balmer (2001:18) assessed the role of branding and identity in the process of modern marketing management and opined that corporate houses practiced corporate communication and corporate advertising activities in order to build sound identity for the organizations and facilitate brand management for the products and services. The scholar also suggested that modern corporate houses should reach out to the people through effective corporate communication strategies and tools in order to sustain brand identity and achieve sound business success.

Simoes (2001:197) examined the relationship between the new brand orientation and corporate communication and reported that modern corporate houses primarily depended on the practice of corporate communication in order to manage the brand systematically and earn the goodwill of various customers and other stakeholders of organizational development.

Yamauchi (2001:218) explored the role of corporate communication as a powerful tool for stating corporate missions and observed that corporate communication played a significant role in the reputation management. The scholar also observed that corporate communicators were trained and motivated by the corporate houses to build image and sustain reputation in modern corporate environment.

Moingeon and Soenen (2002:154) investigated the relationship between the corporate houses, organizational identities, marketing communication and organizational progress. The study revealed that corporate communication demands integrated approaches and systematic strategies in order to win over the various stakeholders of organizational development in modern corporate environment.

Garcia (2003:87) studied the corporate communication career opportunities and reported that a company's success can greatly depend on how its leaders communicate the company's goals and products to consumers, shareholders and employees. The study revealed that CEOs and other managers choose to assign the communication functions within their business to a designated corporate communication department. The scholar further observed that corporate communication careers are ideal for those with top-notch writing and editing skills who have a flair for communicating on behalf of a company and its leaders.

Goczol and Scoubeau (2003:90) analyzed the role of corporate communication in the management of customer relations and organizational reputation processes and observed that modern projects were effectively managed on the basis of scientific application of the techniques of corporate communication. The scholars suggested that development and business projects should be effectively popularized among the various beneficiaries through proper image building and awareness development exercises in modern society.

Keener (2003:121) assessed the corporate communication functions in modern business environment and noted that corporate communication is widely practiced for the purpose of creating and maintaining the image of the corporate houses outside the world. The study revealed that corporate communicators worked hard towards positioning the corporate houses against direct and indirect competition. The scholar

further stated that the tricky job of maintaining good public relations also falls to the corporate communication team.

Kim et. al (2003:123) conducted a study on the effects of organization–corporate communication on attitude toward the organization, brand and purchase intention. The researchers had devised an integrated model which held that the effects of organization-corporate communication on purchase intention were mediated by factors like attitude toward organization and attitude toward brand and that the effect of attitude toward organization was mediated by attitude toward brand. Estimated coefficients and model fit indices by SEM showed this model was quite appropriate in modern organizations. The study primarily dealt with the role of corporate communication in modern organizations.

Argentini and Hickson (2006:10) studied the relevance of corporate communication in the mastering business and observed that corporate communication emerged as a prominent branch of corporate governance in modern society. The scholars observed that corporate communicators sensitized the corporate leaders about the aspirations of various stakeholders.

Balmer and Greyser (2006:19) analyzed the process of corporate marketing in terms of integrating corporate identity, corporate branding, corporate communication, corporate image and corporate reputation. The scholars noted that corporate communication served a variety of purposes in modern corporate environment and emerged as a prominent organizational function in the age of globalization.

Dutta (2006:76) assessed the practice of corporate communication and pointed out that corporate communication involves a series of planned, interconnected activities and programs to communicate and engage with internal employees and externally with partners, customers and other stakeholders. The scholar suggested that a well-articulated and consistent corporate communication strategy, along with larger advertising and PR campaigns, reinforces a positive image about a company in modern society.

Karaosmanoglu and Melewar (2006:118) conducted a study on the role of corporate communication in the process of organizational identity development and suggested an appropriate research agenda based on scientific evaluation. The study

revealed that corporate houses depended on corporate communicators to build identity for the organizations on the basis of persuasive communication and delivery of customer-oriented goods and services.

Melewar et. al (2006:145) carried out an investigation on the role of communication and visual identity in modern organizations and opined that audio-visual media of communication emerged as the prominent channels of corporate communication in modern corporate houses. The study revealed that multi-media including social media were prominently used as effective tools of corporate communication in the new millennium.

Myers (2006:159) examined the management of the gap between corporate identity and corporate image and provided a sound contingency framework which benefitted modern corporate houses immensely. The study revealed that systematic delivery of goods and services and scientific management of corporate communication services played a major role in the development of corporate identity.

Helm (2007:103) studied the stakeholders' perceptions of corporate reputation and found that modern stakeholders were matured enough to understand the corporate identity, reputation management, social responsibility and other concerns on account of increasing social activism and media intervention. The scholar suggested that corporate houses should understand the expectations of various stakeholders and deliver the goods and services accordingly in order to build corporate reputation and demonstrate corporate social responsibility adequately.

McNamara (2007:143) analyzed organizational communication and reported that effective organizational communication was the foundation for the development of mutually beneficial relationship between modern organizations and constituent publics. The scholar has suggested that downward, upward and horizontal internal communication systems should be developed in modern organizations to effectively convey and receive information between the management and constituent publics. The work primarily deals with organizational communication and corporate communication in modern organizations.

Anand and Parashar (2008:05) carried out an investigation on the integration of G-branding in corporate communication strategy and noted that modern

corporations worldwide faced problems related to lack of trust and communication. The scholars made an attempt to find out the manner in which today's executives respond to Indian Philosophical ideals and the extent to which consumers find these propositions as relevant and authentic. The study revealed that G-branding was necessary to overcome the barriers of lack of trust and communication in modern Indian corporate houses.

Deutsch (2008:67) examined the corporate communication problems and identified the obstacles and chances for overcoming the drawbacks. The scholar pointed out that modern corporate house increasingly depended on corporate communication which has become a dominant tool of organizational reputation management over a period of time. The scholar also offered certain practically relevant solutions in order to overcome the problems of corporate communication and enhance the status of corporate communication in modern society.

Elena (2008:78) evaluated the relationship between the corporate communication and corporate governance and opined that corporate leaders and managers faced a new situation that requires thorough communication relationships with individuals and entities in the environment, because of their impact on the company. The study revealed that corporate communication management had become steadily more important for organizations, especially since the 90s. The scholar presented an overview of the changing Spanish context which narrates the consequences for the development of corporate communication in modern society.

Malhotra (2008:136) analyzed the concept of image as expressed through corporate landscape and reported that there are various instances where corporations have made conscious decisions to facilitate better image building. The study revealed significant association between landscape and image building with reference to the management of corporate houses. The scholar provided certain design guidelines for corporate landscape in order to encourage corporations to identify landscape as an integral and equally important aspect of their physical environment.

Melewar (2008:147) assessed the relationship between corporate identity, corporate communication and corporate reputation management and observed that modern corporate houses primarily depended on establishing corporate identity. The

scholar also observed that corporate communication strategies enabled the professionals and corporate leaders to establish good identity in the business environment.

Argentini (2009:08) conducted a study on the relationship between the corporate communication and organizational reputation management and noted that digital strategies were used for the practice of corporate communication. The scholar also suggested that modern corporate houses should utilize the digital technologies and strategies in order to widen the horizon of business management in the age of globalization.

Bartholme and Melewar (2009:27) carried out an investigation on the role of corporate communication in the process of corporate identity management and pointed out that the practice of systematic corporate communication added a new dimension to corporate identity management in the modern society. The study revealed that modern corporate houses primarily used corporate communication as a prominent organizational tool and technique to build and sustain corporate identity.

Blomback and Brunninge (2009:40) examined the corporate identity manifested through historical references and opined that public relations had become a prominent tool of rapport development between the organizations and various publics in the 20th century. The scholars also noted that in the new millennium, corporate houses emerged in large number all over the world and developed mutually beneficial relationship between the organizations and rest of the publics through systematic practice of corporate communication.

Bueble (2009:45) explored the significance of corporate social responsibility and stated that modern corporate houses built corporate reputation through strengthening the process of consumer-relationship marketing. The scholar primarily dealt with the significance of corporate social responsibility in the modern corporate environment and called upon the leaders of corporate houses to deliver the goods and services which would benefit the society.

Hovainyi (2009:112) evaluated the essentials of corporate communication and found that modern corporate houses practically implemented systematic practices for effective reputation management. The study revealed that corporate houses used

modern tools and techniques and enriched the process of corporate communication in order to gain public confidence, participation and support in modern society.

Melewar et. al (2009:146) investigated the corporate identity, image and reputation management and reported that a wide range of activities and actors represented a company's identity, which is understood by various groups of stakeholders. The study revealed that corporate identity and image have been identified as constructs of growing importance, evidenced by numerous studies proposing that they can lead to lasting company success. The scholars suggested that modern companies should create better identities in order to form a favorable image through qualitative goods and services and creative corporate communication campaigns.

Jaishri (2010:116) studied the concept, nature, scope and practice of corporate communication with special reference to India and observed that Indian corporate houses utilized the corporate communication services in order to promote the institutional image, organizational reputation, social identity and business status in the 21st century. The scholar also authored a book on the principles and practices of corporate communication which fit into the Indian context aptly.

Burke et. al (2011:46) assessed the need and importance of corporate communication as an instrument of corporate reputation management and dealt with the opportunities and threats in this regard. The scholars also pointed out that delivery of socially useful and responsible goods and services would create more business opportunities in the age of competitive business management.

Holmes (2012:108) examined the relationship between corporate communication and reputation management and stated that modern companies have rightly considered corporate reputation as a major asset. The study revealed that as a result, tough times have often led companies to redirect their communication dollars to campaigns that can make a more measurable impact on quarterly performance. The scholar also noted that the rise of digital and social media has led to a shift in marketing dollars away from one-way communication channels such as advertising into disciplines that offer greater engagement and more dialogue.

Mohamad et. al (2014:153) assessed the relationship between corporate identity and corporate reputation with special reference to Malaysian higher education sector. The scholars observed that modern higher educational institutions primarily needed favorable corporate identity for their survival and progress. The scholars observed that corporate identity has had become a significant predictor of corporate reputation over a period of time. The investigation also revealed that there was significant positive relationship between corporate identity and corporate reputation.

Golgeli (2014:91) evaluated the corporate reputation management in modern organizations and observed that messages of all kinds affected image, and image determines the direction of reputation. The study revealed that corporate reputation management was considered as an important aspect of research by the researchers. The scholars provided certain suggestions which would enhance institutional image in modern times.

Fan et. al (2015:81) investigated the relationship between the reputation premium and reputation management in China and noted that corporate houses were pre-occupied with the management of reputation on the basis of people-friendly delivery of goods and services. The scholars have contributed to a better understanding of online entrepreneurship and provided certain suggestions to improve the platform design and credit environments to help new sellers survive the initial stages of reputation accumulation which might play an important role in overcoming market inefficiencies due to informational frictions.

2.4 Corporate Social Responsibility Research

Batra (1996:29) studied various model formats for corporate social reporting and emphasized urgent need for social auditing. The social reporting practices of many large Indian companies were studied to suggest amendments in Indian Companies Act, 1956 making corporate social reporting a statutory obligation. The author suggested that The Institute of Chartered Accountants of India should develop proper formats and standards for the presentation corporate social reporting in India.

Eric (1998:79) analyzed the corporate philosophy and ethical dimensions of corporate communication and pointed out that corporate communication professionals and corporate leaders are jointly responsible for the practice of value-based corporate

communication in modern corporate environment. The study revealed that application of ethical norms and guidelines of corporate communication practically benefitted modern corporate houses to build sound corporate identity and achieve the goal of business promotion.

Whalen (1998:210) assessed the enlightened self interest as an ethical baseline for teaching corporate communication and opined that the absence of enlightened self interest impeded qualitative teaching of corporate communication and suggested that as long as it did, it would keep away corporate communication practitioners from playing a significant role in corporate decision making. The study primarily dealt with corporate communication teaching in modern society.

Milne and Chan (1999:151) conducted a study on the use of narrative social disclosures in the annual report and stated that such reports had affected the investors in modern times. The results indicated that from a sample of sophisticated users (accountants and investment analysts) social disclosures from annual reports did not elicit any more than a 15% switch in investment funds. Furthermore, the switch in funds was not always in favor of the company providing the CSR disclosures.

Dilenschneider (2000:70) carried out an investigation on the nature, scope and significance of corporate communication in the new millennium and authored a book which is well known in the world as a corporate communication bible. The scholar drew the attention of policy makers, executives and others on the ethical foundations and social responsibility with respect to the practice of corporate communication in modern corporate environment. The study revealed that corporate communication should be practiced on the basis of sound principles and practices in order to build identity for the corporate houses.

Lim (2001:130) examined the corporate strategic philanthropy. The researcher found the linkage between Fortune reputation index and the firm's philanthropy. The study had revealed that the relationship between corporate philanthropy and its outcomes might be better understood by considering the firm's social investment as obtaining good reputation by building desirable relationship with key publics. The study primarily dealt with the relationship between philanthropy and corporate communication.

Qiu and Cameron (2003:176) explored the corporate social responsibility Programs by applying the excellence theory and taxonomy of message function to Avon and Ford's two breast cancer Programs, the discourse analysis of corporate discourse and media coverage. In both real life cases, the stance that balances public and organization interest was symmetric, following the original philanthropic impetus. The study primarily dealt with the corporate social responsibility and corporate communication.

Cowen et al (2004:61) investigated the nature and frequency of corporate social responsibility disclosures, their patterns and trends, and their general relationships to corporate size and profitability. This study sought to extend the existing knowledge of the relationship between a number of corporate characteristics and specific types of social responsibility disclosures, based on an extensive sample of U.S. corporate annual reports. Corporate size and industry category have been reported to correlate with certain types of disclosures while the existence of a corporate social responsibility committee appeared to correlate with one particular type of disclosure.

Dawkins (2004:63) studied the challenges and issues of corporate responsibility and found that modern organizations required effective corporate communication and advertising strategies in order to build a positive image for the organization's goods and services. The scholar suggested that modern organization should have a well developed corporate communication system with a special focus on corporate social responsibility.

Dhir and Vinen (2005:69) analyzed the process of managing corporate respectability on the basis of certain issues and policy formulation with respect to corporate houses. The scholars reported that corporate communication emerged as a prominent tool of organizational reputation management over a period of time. The study revealed that corporate communication also became an effective instrument of brand management in modern society.

Fox (2006:85) carried out an investigation on the corporations' ideologies as a new subfield of study of corporate communication and pointed out that modern corporate houses firmly believed in the ideology of corporate social responsibility and

practiced corporate communication to get into the good books of various stakeholders and earn their sympathy and support for the policies, Programs, products and services in the modern times.

Morsing and Schultz (2006:157) examined the corporate social responsibility communication in terms of stakeholder information, response and involvement strategies. The study revealed that corporate advertising services did not demonstrate corporate social responsibility of the service providers. The scholars suggested that corporate advertising should be practiced with due respect to customer interest protection and social responsibility.

Chaudhri and Wang (2007:53) evaluated the need for communicating corporate social responsibility on the Internet with reference to top 100 information technology (IT) companies in India. The scholars reported that the number of companies with CSR information on their Web sites was strikingly low and that these leading companies do not leverage the Web sites to their advantage in terms of the quantity and style of CSR communication. The study emphasized that the IT companies in India had not demonstrated the proactive CSR communication. The study concludes with managerial implications for CSR communication on corporate Web sites.

Hossain and Reaz (2007:111) investigated the extent of voluntary disclosures by 38 listed banking companies in India and opined that the size and assets were the significant factors influencing disclosure whereas age, diversification, board composition and multiple exchange listing and complexity of business are not significant variables influencing social reporting practices of Indian banking companies.

Murthy (2008:158) analyzed the corporate social disclosure practices of the top 16 software firms in India and found that some firms had separate sections for each category while many others disclosed their social practices in the introductory pages of the annual report. The researcher suggested that shortage of skilled labor in the software sector might have lead to social disclosure (CSD) practices in the human resources. Firms seemed to have engaged in community development activities without expecting changes to their economic performance and the CSD of community activities seemed to be shaped by the expectations of the society.

Ihlen (2008:114) conducted a study on the need for mapping the environment for corporate social responsibility stakeholders and reported that modern corporate houses had not done adequate justice to their role. The scholar pointed out that the norms, values and expectations regarding CSR were not fixed entities but modern organizations are required to engage in ongoing listening and dialogue to keep abreast of these changing factors. The scholar suggested that modern organizations should overcome the limitation of current environmental mapping tools.

Khan (2008:122) evaluated the nature, scope and significance of CSR in Indian corporate houses and reported that western CSR concepts were not adopted in Indian corporate houses. The study emphasized that health care, education, employee welfare and environment protection was the primary concerns of CSR in India. The scholar suggested that adoption of healthy practices would enhance the status of CSR in India.

Steyn (2008:201) investigated the strategic role of corporate communication in the governance of enterprise and observed that the business organizations are not confined to only business promotion but also concentrated on corporate social responsibility in the new millennium. The scholar suggested that modern business organizations should also consider the aspirations of the strategic stakeholders such as employees, customers, regulators, the community, the media, activists and a myriad of others who matter most from public opinion and business promotion points of view.

Linfei and Qingliang (2009:133) explored corporate social responsibility in the Chinese apparel industry. Their findings suggest that CSR is gaining popularity, but the pressure to adhere to tight deadlines and consider the financial goals of the firm means that maintaining good working conditions and controlling overtime are major challenges.

Sobhani et. al (2009:199) studied the corporate social and environmental practices in Bangladesh and noted that the Government of Bangladesh (GOB) had undertaken pragmatic steps in order to make institutional and organizational changes. The scholars noted that the Securities and Exchange Commission (SEC), the controlling body for the stock exchanges, had taken necessary action to establish corporate governance of the listed companies in Bangladesh. The scholars suggested

that corporate houses should deliver the goods in accordance with the socio-political and organizational changes which might influence the social responsibilities of the corporate bodies.

Azim et al (2009:13) analyzed the corporate social reporting practice in Bangladesh on the basis of an empirical investigation and pointed out that only 15.45% of listed companies made such disclosures. The study revealed that companies in the banking sector secured the highest rank in terms of corporate social reporting. The scholars suggested that voluntary corporate social reporting would boost the progress of modern corporate houses.

Said et. al (2009:187) conducted a study on the corporate websites and their CSR disclosure items and opined that only two variables were associated with the extent of disclosures, namely government ownership and audit committee. Government ownership and audit committee were positively and significantly correlated with the level of corporate social responsibility disclosure according to the scholars. They suggested that corporate CSR disclosures would enhance the reputation of modern corporate houses.

Whates (2009:211) examined the need for communicating corporate social responsibility through delivery of eco-friendly, value-oriented and people-friendly goods and services in the modern corporate environment. The scholar also found that modern corporate houses took the customers, investors and other stakeholders seriously and developed systematic corporate communication system in order to enlist the active participation of various stakeholders in the process of organizational development.

Rowbottom and Lymer (2010:185) studied the users of narrative reporting information contained within online corporate annual reports and stated that those with greater experience and expertise in preparing and using financial accounts adopted different information preferences with respect to the online annual report. Although experienced users such as professional investors, creditors and accounting firms used the annual report to download predominantly detailed financial accounting data, the widespread availability and accessibility of the online annual report provided a source of general company information for employees and a wider stakeholder audience.

Schultz and Wehmeier (2010:193) assessed the institutionalization of corporate social responsibility within corporate communication by combining institutional, sense making and communication perspectives. The study revealed that corporate houses adequately demonstrated social concern and responsibility in order to build corporate reputation and achieve the goal of business promotion.

Bartlett and May (2011:28) conducted a study on the relationship between corporate communication and corporate social responsibility in the new millennium and pointed out that corporate houses achieved commendable success through demonstration of socially responsible and beneficial delivery of goods and services. The scholars also noted that corporate houses increasingly followed the principle of corporate social responsibility in order to remain in the race and achieve progress.

Benn (2011:32) carried out an investigation on the key concepts in corporate social responsibility and opined that modern corporate houses strived their best to fulfill the aspirations of various stakeholders in order to build reputation and achieve success. The scholar also provided certain guidelines for the enhancement of corporate reputation on the basis of the delivery of socially beneficial goods and services and creative corporate communication strategies.

Coombs and Holladay (2011:57) explored the relationship between corporate social responsibility and corporate governance in the new millennium and found that corporate communication approaches and organizational delivery system were developed on the basis of ethical considerations and professional obligations. The scholars suggested that socially accountable and beneficial goods and services should be delivered by the modern corporate houses in order to achieve commendable success in the field of business management.

Oso and Semiu (2012:167) investigated the concept and practice of corporate governance in Nigerian bank industry and observed that various dimensions and basic principles of corporate governance emerged as a major instrument of ensuring corporate accountability and stakeholders' confidence in the operations of corporation organizations. The scholars suggested that the adoption of appropriate strategies of corporate governance would engender participation by various stakeholders, engender mutual understanding, build social support and ensure accountability and openness.

Such strategies would also help in attitude and behavioral change required to instill in the operators of corporate organizations the best practice enshrined in corporate governance codes, according to the study.

Goncalves (2013:93) studied the communicability of corporate social responsibility with reference to Portuguese insight and noted that the sustainable and socially responsible business strategies were examined by the activists and scholars across the globe. The scholar also identified certain core principles for communicating CSR and contributed to a strategic communication that is designed to be effective but also public and socially responsible.

Ioannou and Serafeim (2014:115) analyzed the impact of corporate social responsibility (CSR) ratings on sell-side analysts' assessments of firms' future financial performance. The study pointed out that the emergence of a stakeholder focus, and the gradual weakening of the agency logic, shifted the analysts' perceptions of CSR ratings and resulted in increasingly less pessimistic recommendations. The scholars observed non-significant association between CSR ratings and investment recommendation optimism. The scholars have also provided certain implications for both for future research and practice.

Sarkar and Sarkar (2015:190) assessed the status of corporate social responsibility in India on the basis of an existing theoretical and empirical literature. The scholars opined that notwithstanding the potential economic costs that may accompany mandated CSR, the provisions of the new Act are designed thoughtfully to balance the objectives of the corporation and its shareholders on the one hand and that of the society and its stakeholders on the other. The scholars pointed out that addressing the challenges of implementation successfully would determine how far the objectives of the new regulations are met.

Huang and Watson (2015:113) conducted a study on the corporate social responsibility research in accounting published in 13 top accounting journals over the last decade. The scholars conducted the literature review in four parts: 1) determinants of CSR; 2) the relation between CSR and financial performance; 3) consequences of CSR; and 4) the roles of CSR disclosure and assurance. They have summarized the accounting literature in these areas and comment on how accounting researchers can

use their skill sets with regard to specific issues. The scholars have also offered certain suggestions for future CSR research in accounting.

2.5 Corporate Environment Protection Initiatives

Sharma and Vredenburg (1998:194) evaluated the pro-active corporate environmental strategy and observed that strategies of proactive responsiveness to the uncertainties inherent at the interface between the business and ecological issues were associated with the emergence of unique organizational capabilities. The scholars suggested that the social and environmental costs of business management and industrial development should be taken into account while formulating environmental strategies in modern times.

Sharma (2000:195) studied the linkage between managerial interpretations of environmental issues and corporate choice of environmental strategy among 99 firms in the Canadian oil and gas industry. The study revealed that differences in managerial interpretations were influenced by certain factors in the organizational context, including the legitimating of environmental issues as an integral aspect of corporate identity. The scholar suggested that corporate leaders should develop healthy and positive environmental perspective and implement suitable environmental strategies for the benefit of society.

Maxwell et. al (2000:141) analyzed the political economy of corporate environmentalism and noted that an increased threat of regulation indeed induced firms to reduce toxic releases. The scholars noted that voluntary abatement attracted customers willing to pay a premium for environmentally friendly products. The scholars suggested that the social and environmental costs of business management should be understood by the corporate houses in order to extend willing and voluntary services for environment protection on the basis of corporate social responsibility.

Gilley et. al (2000:89) assessed the influence of environmental initiatives on firms' anticipated economic performance using an event study methodology. The study pointed out that environmental initiatives were not good enough since they were not based on organizational commitment and corporate social responsibility. The scholars noted that reactions to product-driven initiatives were significantly different than reactions to process-driven ones.

Banerjee (2001:25) carried out an investigation on the managerial perception of corporate environmentalism in modern times and stated that corporate environmentalism had emerged as a process of addressing environmental issues facing business firms. The scholars observed that top management commitment and need for competitive advantage were the key factors associated with the implementation of environmental strategies by the corporate houses. The scholar suggested that corporate environmentalism should be an important component of organizational theory and practice in modern times.

Banerjee (2002:23) examined managerial perceptions of corporate environmentalism the process by which firms integrate environmental concerns into their decision making. The scholar found that corporate houses had realized the significance of environmentalism and practiced CSR with a focus on environment protection to a limited extent. The scholar suggested that corporate houses should make adequate investment on CSR practices and build reputation in modern competitive business environment.

Banerjee and Kashyap (2003:24) evaluated the issue of corporate environmentalism on the basis of four important antecedents to corporate environmentalism, namely, public concern, regulatory forces, competitive advantage, and top management commitment. The scholars observed that public concern had the greatest impact on corporate environmentalism, followed by regulatory forces. The study emphasized that the influences of regulatory forces, public concern, and competitive advantage were all significantly mediated by top management commitment and moderated by industry type.

Maxwell and Decker (2006:140) conducted a study on the corporate voluntary environmental investments and stated that these investments had arisen from industry attempts to set environmental standards where none currently exist. The study revealed that such investments unambiguously increased for the purpose of shifting regulatory scrutiny on to rival firms. The scholars pointed out that product market competition might affect firm investment behavior and may have associated welfare implications.

Woerkum and Aarts (2008:214) explored the relationship between the communication between organizations and their environment and reported that modern corporations primarily understood the need for bridging the communication gap between the corporate houses and various stakeholders. The study revealed that communication played a major role in the successful management of organization and active reputation building in the competitive business environment.

Banerjee (2009:22) evaluated the identity crisis in modern corporate houses and observed that organizations which did not deliver environment friendly and user friendly goods and services suffered from severe identity crisis. The scholars suggested that scientific investigations should be carried out in order to find out appropriate strategies for customer relationship management and brand management in modern society.

Chan (2010:51) investigated the relationships among environmental orientation, environmental strategy, firm performance, and regulatory stakeholder influence in China. The study revealed that environmental orientation, environmental strategy, firm performance, and regulatory stakeholder influence were considered as the primary factors associated with the environmental management research. The scholar suggested that effective translation of internal environmental ethics and of external stakeholders' environmental demands into corresponding strategic initiatives would improve firm performance.

2.6 Inferences of Review of Literature

The review of literature has led to draw the following inferences.

- Corporate communication is subjected to an extensive research across the globe. Most of the studies carried out by the past researchers probed the status, problems and prospects corporate communication which has become an important component of organizational management.
- Corporate houses have realized the significance of reputation management on the basis of delivery of socially and environmentally useful goods and services. Corporate houses have also used advanced CSR practices and corporate communication strategies to build reputation in the modern competitive business

environment. Adequate studies are carried out on the various aspects of corporate reputation management by the past researchers.

- Corporate social responsibility has been demonstrated by the modern corporate houses in order to build and sustain corporate reputation. Modern corporate houses have adopted the best practices in corporate social responsibility. The past researchers have also carried out scientific investigation on the CSR practices of modern corporate houses.
- Corporate houses have also demonstrated environmental concerns and addressed the environmental issues effectively. Corporate houses have also contributed notably towards the protection of environment which has become a thrust area from sustainable development point of view. The review of literature clearly indicates that adequate studies are not conducted across the world on the role of corporate houses in the protection of environment.

2.7 Summary

Corporate communication, corporate reputation management and corporate social responsibility have emerged as thrust areas of research in modern times. Few researchers in the State of Karnataka in particular have assessed the CSR practices of modern corporate houses from environment protection point of view. Adequate studies are not carried out on the environment protection initiatives of modern corporate houses by the past researchers. Very few researchers have evaluated the role of corporate communication in the process of environment protection all over the world. Prominent among them include: Banerjee (2001:25), Banerjee (2002:23), Banerjee and Kashyap (2003:24), Garcia-Ayuso and Larrinaga (2003:87), Maxwell and Decker (2006:140), Woerkum and Aarts (2008:214), Banerjee (2009:22) and Chan (2010:51). The major deficiency observed in their works was the lack of emphasis either on corporate social responsibility practices or environmental communication initiatives of corporate houses in Karnataka State. Further, past studies did not indicate the factors contributing to the environmental communication management efficiency as well as the means or methods of improving the role of corporate communication in the management of environment communication operations of corporate houses in Karnataka. Scientific investigations dealing exclusively with the environment communication of corporate houses in India and Karnataka State are inadequate as seen through the paucity of literature.