Chapter 2

Review of Literature

The related literature was studied for conducting this study. The related literature includes the books on power sector, reforms in various sectors, restructuring of public sector undertakings as well as related to public relations and communication and research methodology. The reviewed literature includes the following:

**Anjali Garg and Others – 2003** have assessed the impact of regulatory reforms in Electricity and Telecom sector. The publication has considerable significance in view of the major policy initiatives and programmes undertaken by the Government of India in pursuing economic reforms, particularly infrastructure sector of the economy. It has been prominently discussed that the economic reforms have provided a policy and institutional framework whereby investment by private sector, infusion of new technology and much better consumer orientation. The traditional argument of natural monopolies that dominated thinking in establishment of electric supply and other sectors need to alter existing mind set. [1]

**R.K.Mishra and B. Naveen– 2002** have discussed the restructuring and disinvestment of Public Sector Undertakings. The public sector undertakings were set-up as a part of industrial policies resolution adopted in 1956 which provided for state entrepreneurship in the area of strategic importance and the gap filler approach in the case of failure of private sector enterprises. The unsatisfactory performance of
some of the PSUs led to disinvestment. The State Electricity Boards and the State Road Transport Corporations have a major chunk of investment amounting to Rs. One lakh crores. Instead of earning a rate of return; these enterprises taken as a whole incur a loss of about ten thousand crores per annum leading to the finances of the state governments to a very weak shape. [2]

**Joel Ruet – 2005** has examined in detail the functioning of the various state electricity boards which is beyond the simplistic analysis and has covered the reasons for rise and fall of the state electricity boards. Based on field work and interviews of the officials associated with the power sector including state electricity boards, power departments and ministries, the book have detailed discussions on financial diversities and political choices in implementation of the reforms. Structural factors in electricity boards and decision making process which led to the inefficiencies have been examined and discussed. The author has also discussed the World Bank scheme on privatization of power. [3]

**Rakesh Mehta - 2007** has attempted comprehensive overview of Delhi’s power sector reform on completion of five years. In the book; the journey of first five years of the restructured Delhi power sector has been critically analyzed. The whole study has been conducted on the twelve aspects which include technical, financial, management, labour, consumers, generation, transmission, power trading, regulatory, energy conservation and promotion of renewable energy, residuary issues and to the future of the sector. [4]

**Paul Copley – 2004** discusses the Marketing Communications Management and makes critical reflections on the prime issues in integrated marketing communications. The book provides balance between theory and practical aspects.
of the marketing communication and provides managerial approach to address strategic and critical issues. It extends beyond conventional views that are potentially very useful. The book draws a wide range of material on the subject from the large companies and discusses the international trends prevalent in the marketing. [5]

**T C Melewar – 2008** discusses the perceptions about the companies and how the value of the company is represented to the shareholders. It studies the corporate identity, corporate communication, corporate reputation and other essential component of the corporate sector. Although it is not the universal remedy to all the modern corporate ills, however, identity provides a tactical resource for building and delivering value to the employees which helps in enhanced retention and loyalty among the employees. The programmes for internal identity management should include the efforts of the management to manifest the characteristics of organization. The management of corporate identity provides a lot of benefits to the employees. Besides corporate identity, corporate communication and corporate reputation has been discussed. The corporate image reveals the current credentials about the organization while the reputation is build over the period. [6]

**Tom Duncan – 2005** discusses the importance of advertising in building brands. It emphasize upon the marketing communications and the functional areas of marketing communications which include advertising, direct marketing, publicity, sales and promotion, personal selling, packaging, events and sponsorships. It also discusses the media of marketing communications. [7]

**Philip J. Kitchen and Tom E. Schultz – 2001** discuss the role of corporate communication in the success of companies and organizations. It discusses the
important issues that are decisive to make the corporate communications and public relations strategy a success. The book discusses the need of the corporate communication in 21\textsuperscript{st} century and also discusses the situation when the chief executive office of the organization is spokesperson of the organization. [8]

**John Durley and Helio Fred Garcia – 2006** defines the importance of Reputation Management in corporate and organizational communication. Leading corporate communicator and educators John Durley and Helio Fred Garcia argue that many of heads of the organizations do not pay much attention to the reputation and this becomes harmful for the organization. They discuss the core aspects of reputation management such as reputation capital, identity etc. and discuss on ethics and communications, media relations, new media, employee communication, govt. relations, investor relations, global corporate communication, integrated communication etc. They also discuss the challenges and opportunities in public relations and corporate communication. [9]

**Paul A. Argenti – 2007** defines the Strategic Corporate Communication. The book discusses about the contemporary Indian business environment and strategic corporate communication for Indian corporate. It also gives an overview of the corporate communication function in India and growing importance of corporate reputation. The internal communication, corporate advertising, media relations and managing govt. relations have been discussed thoroughly. A critical analyses of crisis communication based on the studies in US and India. [10]

**S Sharma and P P Singh – 2005** argue that the communication management is essential for better business and organizational communication. They define the communication and its meaning. They elaborate the communication excellence and
traditional communication skills. They argue for the communication for accuracy and strong relationship and emphasize upon the empowerment others through communication. They give input on managing change through communication and discuss about the power of communication department. [11]

**B Narayan – 1999** also discusses about the communication concept and interpersonal communication. He gives insight to the copying behavior and interviewing techniques. Besides it discusses strategies for oral communication and performance improvement. [12]

**P S Tripathy – 2009** describes the global perspective of communication management. It provide a comprehensive and current status of the subject of the communication and criticality of function, strategies and activity involved and how it can be managed and organized properly. [13]

**V Shanthakumar – 2008** looks at the reasons and contexts that led to the opposition of the people to public sector reforms with proof from the Indian Electricity sector. The survey is based on 7000 households of Indian states and following a balanced framework, it analyses the response of households to the outcome of implementation of power sector reforms. The author further discusses the possibility of compensating losers and sequencing reform strategies. The much of the opposition against the reforms in electrical sector was short term and the author uses empirical evidence. It further uses insights gained from Indian data to discuss the likelihood of opposition to reforms in other public services and also to examine the performance of electricity reforms in other Asian countries. It is one of the few empirical studies on how gains and losses affect opposition or support to economic
and institutional reforms globally and as such is a valuable contribution to
development studies, political economy and governance. [14]

**Asha Hans – 1992** discusses about the energy crises in India and analyze the
mechanism for resolution of the energy crises. India heavily depends upon other
countries for its various energy needs. The main energy sources such as petroleum,
gas, and coal are imported in large quantity. Though there are abundant sources of
energy available in India but it is not being exploited properly. The shortage of
energy sources is adversely affecting the growth of power sector. [15]

**Omesh Sehgal and Others – 1994** discuss the problems and prospects of industrial
development. The study is based on Delhi. It gives an overview on industrial policy
and analyses the growth prospects and location constraints. It discusses the master
plan for Delhi and industrial policies for villages in Delhi. [16]

**R V Shahi – 2006** describes the Indian Power Sector highlighting the challenges and
response. Electricity is a concurrent subject. Up to 1975 the generation, transmission
and distribution all were handled practically only by State Electricity Board. The
Central Government has entered in this sector only after 1975 and has played an
important role in strengthening the sector. Electricity is key to our economic growth.
Adequate power with high degree of quality and reliability is essential. Besides,
these services need to be provided at an affordable price. The importance of power
supply to different sections of society and all sectors of industry was never
understated in India’s development plan. The performance of the sector in removing
power shortage and ensuring quality of power is below the expectation. Distribution
of power is the most challenging task. Its structure and management needs to be set
right on priority. Besides, the book is a compilation of various issues confronting
Indian Power Sector. It has captured wide range of problems and provides optional strategies for tackling them. [17]

Dr. Archna Sinha – 2003 makes a first round assessment of the privatization of the power sector in India. It provides base line information about the power sector of India. Indian power sector has gone through the disturbing phases. The sector was mostly under the government control and the participation from the private players was negligible. The distribution of power is very difficult and most of the losses to the sector were incurred from distribution. To improve the efficiency of the distribution side, privatization has been considered the key. Many states took soft approach and some of the states took hard approach. The power sector is important for growing economy as well as the current state of the sector itself. The states where the technical and commercial losses were low and not very alarming, those states took soft approach and just corporatize the distribution and did not given participation to the private players. [18]

Rangaswami Vedavalli – 2007 presents an exceptional investigation into the energy centre of the developing countries. Energy for development provides comparative case studies of countries going through the reform process. It assesses reforms experience and discusses the lessons that can be learned. [19]

Ministry of Power Government of India -2003 The report on India’s power sector by Ministry of Power, Govt. of India says that power is a critical infrastructure for economic development and is vital to the substance of a modern economy. However, there are various problems within the sector which calls for immediate attention. [20]
Jos Mooij – 2005 has analysis the economic reforms, power sector and the corruption at length. The success of economic reforms in India has been attributed, among other things, to stealth and subterfuge associated with the process. The politicians have effectively used developmental shibboleths to conceal the radical implications of the reforms. Discussing the power sector; the author describes that the electric supply industry was state monopoly almost worldwide. Prior to nineties the electricity industry was state owned state financed everywhere. Public ownership might have prompted by the belief that the monopoly delivery can be best handled by the state. An additional consideration might be the perception that electricity like water and roads is a socio-economic necessity which the state has the obligation to deliver to the public at affordable prices. The author argues the relevance and necessity of the reforms in the power sector. [21]

David G Victor and Thomas C Heller – 2007 analysis the political economy of power sector reforms. Over the last 15 years the world’s largest countries have initiative market reform in their electric power sector from generation to distribution. This book evaluates the experience of five major developing countries Brazil, China, India, Mexico and South Africa. [22]

Phillip Henslowe – 2003 describes that public relations effects all type of business and public organizations irrespective of the size of organization. Besides, it step by step analysis the public relations campaigns. It provides an important summary of the main areas of work involved including ethics and the law and the media. Public Relations is not, nor it should be, a stand-alone profession, in isolation for the rest of the business world. It is all about communication. Communication, and thus public relations, is playing an increasingly important role in the changing world today. It is associate ddirectly and indirectly to the success of a business. [23]
Leena Sen – 2004 describes the communications skills and elaborate upon the nature of communication, intent and content of communication, type of communication, process of communication and communication network in an organization. She further elaborates upon the power of verbal and nonverbal forms of communication. [24]

Pradeep Chaturvedi – 1999 discusses the financing of energy sector in developing countries. Based on the proceedings of international conference in 1998 it discusses regional and country status report with emphasis on financing. The study brought out various issues on financing of energy sector in developing countries with the focus on domestic capital market and policy measures. [25]

Asha Kaul – 2004 defines the communication, process of communication and principles of communication. Effective business communication is necessary for making an impact on interpersonal relationship. The book addresses issues concerning both spoken and written communication abilities. It satisfy the needs of measuring of fundamental writing, speaking and listening traits which enable to communicate effectively on an interpersonal level. [26]

Lyn Smith and Pamela Mounter – 2008 describe the effective internal communication. The internal communication is required because an informed and an engage work force produce better result. It stress upon making it clear the expectations and targets desired by the management. If the employees have prior information; it help them deliver the desired results. The grievances redressal system should be effective which instill faith in the complainants. The professionals dealing with the internal communication must have access to the senior management so that he may advice the ways for an effective communication. [27]
Keith Butterick - 2011 describes that theory and practice are two equally important aspects of Public Relations in dealing with the reputation management and crisis management. For many, reputation management is how the public relations should be defined as it represent its future and has been embraced enthusiastically by many people in the industry. However, there are some who believe that the public relations is not in position to fulfill the need or meet the demand. Crisis Management demonstrates the practice of public relations at its best and most effective - at the centre stage of event, providing clear information and help at the most difficult times. According to the author, the public relations started in the 20th century and developed with the growth of the media as it began to influence action behavior and policy. Attempting to get coverage in media was for a long time, the primary function of the public relations and it was the first qualification that the practitioner should have ability to write press releases that can be used by the media. However, public relations is a practice base profession and its practices change and evolve then the role and responsibilities also change. [28]

R K Ravinderan – 1999 discusses the special importance of ensuring ethical standards in the practice of public relations. Public Relation is an essential management function and involves public opinion. The role of public relations in society and its potential for positive as well as negative usage have been examined. Public relations has evolved as a effective tool of motivation and management. The code of ethics has contributed in the growth of professionalism in the field of public relations. [29]

Robert Lawrence Heath – 1994 analyses the internal communication processes. It describes that management is thought of a joint enactments by people as they coordinate efforts and interact with stakeholders outside the company with the
intention of mutual benefit. Communication is not merely a tool for giving directions, regulating performance, sharing information and making decisions. [30]

**Susan Hetric and Graeme Martin – 2006** discuss the various aspects of corporate reputation, branding and people management. It help human resource professionals understand the organizational needs for corporate branding, public relations and reputation management. The author has demonstrated the importance of the corporate agenda and its link with human resource management. It has been argued that the drive towards corporateness was a major trend in developed and emerging economies. Corporate reputation is directly linked with the success of brand and the business. The management of corporate brand and corporate reputation are most important and vital and plays an important role in connecting with the public. [31]

**Robert Lawrence Heath – 1997** discuss the tactical issues management for organizations and public policy difficulties. The focus is on the issues management and why it should pay a key role in strategic planning, supporting the organization in its interface with public policy, public opinion and opinion formers. The author argues that the issues management is a management function that can involve use of public policy. [32]

**Dr. Ajeet Pathak – 2009** gives a comprehensive insight in public relations management. Media relation is one of the main tasks for any public relation practitioner. Most of the management measures the success of their public relation by the positive or negative coverage in the media. By using media relations effectively, public relation practitioner not only enhance the reputation of their clients and the employers but also themselves and establish good working relationship with the media which is most important public for them. [33]
T L Baker (1994) describes the step wise approach to conduct research in social sciences which combines authoritative content and writing style. The author has included real and contemporary research studies as well as interviews to personalize the experience of doing social research. Author has described the research explaining various facets, giving detailed discussions and definitions related to various terminologies applied in the research. [34]

John A. Ladingham and Stephen D. Bruning – 2000 describe public relation as relationship management. Relationship management is an important public relations function and need to be performed with utmost prudence. Although the public relations practitioners talk about relationship as central idea. The perception of the participants is the deciding factor in measuring the relationship [35]

Jaishri N. Jethwaney and Narender Nath Sarkar – 2002 describes that in the last century there has been a great spurt in media and technology. This has made the job of a PR practitioner more challenging but at the same time interesting. Constant media exposure on matter – social, economic, political and corporate has resulted in people’s getting thorough information. [36]

Anurag Mehra – 2009 explains the fundamentals of advertisement management and gives an insight with Indian examples. He further discussed the media report for market research. Traditionally market research by advertiser has been labour intensive using methods such as surveys, panels and focus groups to help advertisers to know who best to target with their advertising. [37]

C.V. Narasimha Reddi – 2009 describes lobbying as one of the effective public relations and media strategies. Lobbying is a specialized subset of public affair but it is not the whole story in terms of the public affairs functions and cannot and should
not be used as a synonymous with public affairs. Lobbying involves direct attempts to influence the legislative and regulatory decisions in the government. [38]

References:


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