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**M. B. A. Examination, April-May 2021**

**(New Scheme)**

**(Management Branch)**

**(Specialization : Marketing Management)**

**CORPORATE COMMUNICATIONS**

**Time Allowed : Three hours**

**Maximum Marks : 80**

**Minimum Pass Marks : 32**

**Note : Attempt all units. Attempt any one question from each unit. All questions carry equal 16 marks.**

**Unit-I**

1. What is corporate communications? What is its significance?

**Or**

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Define government relations and describe the various steps for an effective government relations management programme?

### Unit-II

2. Discuss the role of media in corporate communication. Discuss the impact of new media on corporate media relations practice.

Or

Discuss the channels appropriate for external stakeholders? Discuss why "Know Your Media" is an essential tip for establishing good media relations. How is this proactive relation maintained?

### Unit-III

3. Discuss the various customer relations tactics in corporate communication? How different is it from PR?

Or

What are the current trends in public relations? Discuss in detail.

### Unit-IV

4. Why is it critical to provide internal communication in an

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[ 3 ]

effective manner? What are the different methods of internal communication? Discuss.

Or

What is content marketing and social media marketing? Discuss the benefits and challenges inherent in using social media as a corporate communication vehicle.

### Unit-V

5. What is business intervention. How is it different from crisis management? Explain the different crisis management techniques.

Or

Case Analysis :

During a routine data analysis of consumer complaints, Nokia's head office in Finland discovered that Nokia phones using particular batches of Matsushita BL-5C batteries (see Exhibit 4) were likely to swell. In the few months preceding July 2007, Nokia received nearly 100 consumer complaints from around the world about batteries that swelled during charging. As with all components sourced by Nokia, the batteries complied with established international standards: the Matsushita

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BL-5C batteries had been tested against internationally recognized quality standards as well as Nokia's own stringent quality requirements.

Following the directive from top management, Nokia's global communications team in Finland activated the standard protocol for such events and proceeded to issue a product advisory. The global team had devised a solution whereby customers could visit the website and determine whether their battery was affected by keying in a 15-digit battery number. An affected battery could then be registered online and a new battery could be shipped to the customer's address within 15 days.

Nokia phone owners would be able to check if their battery was affected by the advisory by going to Nokia's website and keying in the batch number of the battery in their phones. If faulty, Nokia would replace it.

Dhariwal a senior officer commented "At that time, we all thought that it would be a small-scale operation and would probably last a week. We estimated that we might have to ship 50,000 to 60,000 replacement batteries to the affected customers. Given the small volume, we were confident of handling the shipment from the Delhi port itself. I needed to contact Blue Dart (a courier company, recently

acquired by FedEx) about handling the shipments. We had to get system readiness in SAP (business management software database) from a sales tax point of view."

The next day, customer requests for replacement batteries began flooding the Nokia CCCs; 12 however, no replacement batteries were available yet, as August 15 was a national holiday and many establishments were closed. 13 Nokia's global solution of asking customers to key in a 15-digit battery number on the company's website did not seem to be effective. 14 it became apparent that many customers rarely used the Internet, especially in rural India.

To handle the fallout from the media panic, two teams were immediately formed: a crisis management team comprised of D. Shiv Kumar, Sudhir Kohli, Poonam Kaul and Devinder Kishore, and a logistics team comprised of Dhariwal and Kohli. It was clear that a local solution needed to be developed to replace the web-based service, rather than wait for a solution from corporate headquarters or the regional office in Singapore; thus, an SMS (Short Message Service, or text message) solution was activated whereby customers could text their 15-digit battery number to determine whether their battery

was affected. If the battery was affected, it could be registered by texting the customer's address, and a new battery would be shipped to the customer's address within 15 days.

In total, Nokia was bombarded with more than 150,000 phone calls and text messages within a couple of days 15 and more than 3 million requests within a week. 16

As noted earlier, mobile phone customers in India bought their devices independent of the mobile service. It was not feasible to reach customers directly on their mobile phones since the impacted consumers were a subset of the large subscriber base. To make matters more complex, the BL-5C batteries were used in their batteries were affected several different Nokia models.

Thus, Nokia started an advertisement campaign aimed at its consumers. The focus was to allay consumer fears regarding the battery recall, and to provide information regarding how to check for a faulty battery and request a replacement battery. A toll-free telephone helpline was also activated. Each CCC and NPD was assigned a promoter, an employee specifically designated to help walk-in customers find out whether their batteries were affected.

Nokia decided to ship batteries to the customers through courier and collect the old batteries in which they faced several logistics issues.

In late September, Nokia global headquarters issued a guideline regarding environmental concerns, stipulating that the old batteries be collected and disposed of in an environmentally-friendly fashion. An empty insulated envelope. To ensure that customers were given sufficient time to check for faulty batteries and request replacements, the recall of batteries continued for almost four months. Nokia concluded its advisory in December 2007. At the end of the recall operation, Nokia ceremoniously distributed mementos to everyone involved in the recall; fittingly, the memento displayed a BL-5C battery.

#### Questions :

- (i) Summarise the case. 4
- (ii) Discuss the crisis management strategies taken by Nokia. 6
- (iii) In what ways could have the crisis management been better. 6