UG S3-03
(IDC)

FOUR YEAR BACHELOR'S DEGREE COURSE

(CBCS in Accordance with NEP 2020)

SEMESTER - III

BUSINESS COMMUNICATION AND MEDIA MANAGEMENT

Bhupen Hazarika School of Mass Communication

KRISHNA KANTA HANDIQUI STATE OPEN UNIVERSITY

Subject Experts

1. Professor K.S. Arul Selvan, Director, School of Journalism and New Media Studies, IGNOU, New Delhi.
2. Professor Khaba Kabi, Dean, Faculty of Information Technology, Rajiv Gandhi University, Arunachal Pradesh
3. Dr. S.M. Alfarid Hussain, Associate Professor, Department of Mass Communication, Assam University

Course Co-ordinator : Dr. Trisha Dowerah Baruah Assistant Professor,
Bhupen Hazarika School of Mass Communication, KKHSOU

SLM Preparation Team

Units	Authors
1, 2	Priyanka Bhattacharjee, Former RTA, KKHSOU
3,4,5	Dr. Smritisikha Choudhury, Assistant :Professor Maniram Dewan School of Management, KKHSOU
6,7,8	Dr. Trisha Dowerah Baruah, Assistant Professor, Bhupen Hazarika School of Mass Communication, KKHSOU

Editors

Content : Prof. K.V Nagaraj, Former Professor of the Department of Mass Communication, Mizoram University

Language : Sawpon Dowerah, Academic Officer (Retd.), SEBA & presently, Rector, Icon Academy

Structure & Format : Dr. Trisha Dowerah Baruah, Assistant Professor, KKHSOU

September, 2024

This Self Learning Material (SLM) of the Krishna Kanta Handiqui State Open University is made available under a Creative Commons Attribution-Non Commercial-Share Alike 4.0 License (international) http://creativecommons.org/licenses/by-nc-sa/4.0/
Printed and published by Registrar on behalf of the Krishna Kanta Handiqui State Open University.

Headquarters: Patgaon, Rani Gate, Guwahati - 781 017
City Campus: NH 37, Resham Nagar, Khanapara, Guwahati - 781 022; www.kkhsou.in

CONTENTS

Page no

UNIT - 1 : BUSINESS COMMUNICATION **7-33**

Concept of Business Journalism, Success through proper communication, History of business communication, Need for business journalism, Essential characteristics of Business Communication, The Benefits of Effective Communication, Present Scenario, Five rules of good writing or communication, Five Ps of marketing mix, Target audience, Specific characteristics of a Target Audience, Consumerist culture

UNIT - 2 : MEDIA FOR BUSINESS **34-55**

Concept, Importance of media in business, Types of media, Selection of appropriate communication media, Incorrect choice of medium, Setting up business goals, Communication structure In a Business Organisation, Communication in corporate world, Effective business or economic writing, Importance of writing skills in business communication, Purpose of writing, The Principles of effective writing, Economic newspapers, The Economic Times, The Business standard, Public Relations and Marketing, Ethics in communication, Audience Analysis.

UNIT - 3 : BUSINESS PRESENTATION - I **56-69**

Report writing, Process of writing a report, Determining the purpose of the report, Determining the factors, Gathering the information needed, Interpreting the findings, Organizing the report information, Writing the report, Project report writing, Criteria of a good project, Advantages of a Good Project, Disadvantages of project method, Format of a project report

UNIT - 4 : BUSINESS PRESENTATION - II **70-80**

Writing executive summaries, Making business presentations

UNIT - 5 : INTRODUCTION TO MANAGEMENT **81-101**

Concept of Management, Characteristic of Management, Scope of Management, Evolution of Management Thought, Management Vs Administration, Levels of Management, Functions of Management, Planning, Organizing, Staffing, Controlling, Coordination, Management styles in Indian context

UNIT - 6 : MEDIA MANAGEMENT **102-127**

Media as an industry and profession, Importance of media management, Ownership patterns of mass media in India

UNIT – 7 : ORGANISATONAL STRUCTURE OF A PRINT MEDIA ORGANIZATION **143-176**

Organizational structure of print media establishments, Editorial Department, Business Department, Production Department, Reference Section, Role and coordination among the different departments, Printing, Packaging, Transportation and Distribution

UNIT - 8 : ORGANISATIONAL STRUCTURE OF AN ELECTRONIC MEDIA ORGANIZATION **177-208**

Electronic media organization, News and programme sections, News section in a radio station, News section in a TV station, Programme section in TV and radio, Electronic News Gathering (ENG), Electronic Field Production (EFP), Personnel involved in production and news, Viewership/ Listenership, Content creation and role of advertising, Genre or types of programmes, Types of programmes in radio, Types of programmes in TV

COURSE INTRODUCTION

In this course we are going to discuss the basic concepts of business communication and media management. A good and clear concept about media management is necessary for becoming successful in handling a media house. Once you complete this course, you will have developed a clear idea about the business communication and media management.
The course is divided into ten units, which are as follows –

UNIT - 1 : BUSINESS COMMUNICATION

In this unit, we are dealing with business communication which is one type of communication related to business organization. An attempt will be made here to give you a detailed idea of business communication, its history and importance in today's business world.

UNIT - 2 : MEDIA FOR BUSINESS

In this unit, we will discuss media communication and how it helps in achieving business goals. The unit is therefore appropriately called "Media for Business" and it incorporates such important topics as
importance of media for business, types of media and the selection of appropriate media.

UNIT - 3 : BUSINESS PRESENTATION - I

In this unit, we will discuss on how to write different types of reports, project report, executive summaries and business presentations.You will find this unit very interesting and important to study, because all professionals, including the mass communicators, who are associated with business and management need to write project reports, executive summaries etc. in their job.

UNIT - 4 : BUSINESS PRESENTATION - II

In this unit we are going to explain how to write executive summary and make business presentation.

UNIT -5: INTRODUCTION TO MANAGEMENT

The principles of management are being applied not only for managing business concerns, but also to manage various other institutions like media, hospitals, educational and social institutions and government. So, in this unit we will discuss on the basics of management.

UNIT - 6 : MEDIA MANAGEMENT

In this unit we are going to discuss the emergence of media as an industry, growing importance of media management and the different ownership patterns of mass media in India.

UNIT - 7 : ORGANISATIONAL STRUCTURE OF A PRINT MEDIA ORGANIZATION

In this unit, we shall look into the organizational structure of print media establishments including the editorial department, business department, production department and the reference section. The role and coordination among the different departments will also be discussed in this unit.

UNIT - 8 : ORGANISATIONAL STRUCTURE OF AN ELECTRONIC MEDIA ORGANIZATION

In this unit, we shall learn about the electronic media organization, Electronic News Gathering, Electronic Field Production, Personnel involved in production and news, viewership/ listenership patterns, content creation, role of advertising and different genre of programmes. After going through this unit you will get a grasp on how the electronic media organizations carry on their activities.

UNIT – I: BUSINESS COMMUNICATION

UNIT STRUCTURE

1.1 Learning Objectives
1.2 Introduction
1.3 Concept of Business Journalism
    1.3.1 Success through proper communication
1.4 History of business communication
1.5 Need for business journalism
    1.5.1 Essential Characteristics of Business Communication
    1.5.2 The Benefits of Effective Communication
1.6 Present Scenario
    1.6.1 Five rules of good writing or communication
1.7 Five Ps of marketing mix
1.8 Target audience
    1.8.1 Specific Characteristics of a Target Audience
1.9 Consumerist culture
1.10 Let Us Sum Up
1.11 Further Reading
1.12 Answers to Check Your Progress
1.13 Model Questions

1.1 LEARNING OBJECTIVES

After going through this unit you will be able to;

- describe the concept of Business communication
- learn about the need for business journalism
- discuss the important characteristics of business communication
- discuss the effectiveness of successful communication in business

1.2 INTRODUCTION

Communication usually means speaking or writing or sending a message to another person. Human communication is an important aspect of human behaviour. The concept of communication is very wide. It is not restricted to any particular branch or field but it is central to what we do as members of organizations such as family and community group to which we belong.

In this unit we are dealing with business communication which is one type of communication related to business organization. An attempt will be made here to give you a detailed idea of business communication, its history and importance in today's business world.

1.3 CONCEPT OF BUSINESS COMMUNICATION

Before we begin to talk about business journalism, let us first discuss both 'Business' and 'Journalism'. A definition of business communication is given by Dr. Heinz Goldman. He stated that "business communication is an effective communication which needs to be built around a simple foundation and realization. Communication is a dialogue between two people and not a monologue. Infact, communication is more concerned with a dual listening process."

Almost all of us are familiar with the two words. You being a student of communication by now know what journalism means. Regarding the term 'business' also you know what it means. When we put both the terms together, i.e. business and journalism, the general idea remains same. Business journalism is one of the several branches of journalism. It basically deals with the economic changes the society is facing or undergoing. The main purpose of business journalism is to analyse the different changes which is economic in nature in the society. Economic changes that will count here may be anything which is related to business like business at local markets, shopping malls, personal sector, tradings, companies, corporate sectors and so on. Business communication deals with the performance of both established and not so well established business segments and it keeps track of their movements and changes.

This type of communication mainly deals with any kind of news and information about the places, people or any issues which are related to business or are from the business field. Today almost every newspaper, television, radio and magazine has a separate business section. These segments exclusively deal with business related issues. The person who works in this particular section is known as business journalist, whose main task is to gather information about the current and changing trends and their consequences for business world.

1.3.1 Success through proper communication

To succeed in any kind of business in today's world, the ability to communicate with the people from inside and outside the organization is important. The success or failure of any organization depends on the ability of communication on the part of the employees and the management.

Communication is a process of sending and receiving messages through some means. But a successful communication is one when the message disseminated is understood without any kind of change by the receiver.

Communication which is effective is the epicenter of business as it connects the company with its stakeholders, such as, the employees, customers, shareholders, suppliers, etc.

1.4 HISTORY OF BUSINESS COMMUNICATION

The history of communication speaks about the growth of technology and trade marked by the advent of specialized techniques for gathering and disseminating information.

In India the concept of communication emerged with the print media. It began with Augusts Hickey's 'Bengal Gazette'. Hicky's venture was followed by many other publications. Many of the newspapers published in the country came into being after independence.

In the year 1964 the Society of American Business Editors and Writers was formed. This was formed mainly to promote coverage of business

and economic issues. The very idea of business news became popular quite recently.

The very concept of business communication or business news is not a very old concept. It is of recent origin. The term came to be known only during the late 50s.

In the early years of the beginning of business communication America's corporate world witnessed its inception. In the corporate segment of America, the business managers operated on a strict basis of top-down communications. There was some kind of bossism prevalent in this state. The situation was such that whatever the boss or the owner of the company said was final and could be termed as the law.

The whole scenario was such that most cases like the strategies for doing anything from selling product to dealing with the employees would be discussed behind closed doors. Once any decisions were made by the managers, it was expected that the lower-level employees would put them into effect. The employees had little say in it and they were bound to do as they were told. The management attitudes, when applied to the safety issues of the workers in coal and steel mines, led to the growth of labor unions. The unions had the power in many cases to slow or shut down production until the management listened to their demands.

The corporations also set up communication systems so that the members could speak out their minds. Gradually in the corporate world it was realised that the employees could also give meaningful input into solving the company's problems as they had wide knowledge and information about the goings on inside the organizations. This sort of feedback by the employees came to be known as the bottom-up communication. This was welcomed by the employees and it saw the beginning of a new world.

Today, the business environment is such that, most corporations encourage employees to take an active role in the company.

1.5 NEED FOR BUSINESS COMMUNICATION

In general, communication is essential for every aspect of life. But as far as the business settings are concerned, it has a critical role to play. Business

Communication is something more than just speaking, hearing and writing. It is very important for business to have effective communication. A good and effective communication means that the message is sent and that the people or organizations understand the message and respond in a positive manner. From this it can be ascertained whether the message is communicated effectively or not. A poorly communicated message will result in an unfavorable and indifferent response from the receiver.

In any kind of management or business organization, communication has one of the basic functions to perform. It is a means of transmitting information, ideas, thoughts, opinions and plans between the various parts of an organization. Good and effective communication is required for good and successful business. It is required not only for good human relations but also for any kind of smooth conduct of business.

Therefore, the success in any business lies on an effective communication. The more effective the communication is the better are the results to be obtained. Journalism is one means of communication which is used in business to get effective results. The writings are effective when it results in getting the desired reaction from the reader or the audience. Effective communication is very important for the survival and progress of any business establishment.

To get the right message across any business house one has to rely on business journalism. The ability to convey the right message should be there to make the ideas generally acceptable. A successful communicator has the ability to create a lasting effect on the minds of the readers, customers, suppliers, investors and the business associates. They form a good impression of the company and the communicator. The goodwill of a company depends on what is communicated.

Business journalism is another form of journalism. Here the journalists take the responsibility to inform the public and the masses what is going on in the business world. Through successful correspondence, any business can be turned into success.

1.5.1 Essential Characteristics of Business Communication

To prepare any kind of memorandam or letter in any kind of administration, business or management certain aspects are to be considered. Some of the questions which are very essential to know are like, who are they? Why is the communication prepared? What do you hope to achieve?

Several business communications are concerned with ensuring, quality, efficiency and cost- effectiveness, with an aim to make profit for the business organizations. The profit is made mainly for the employees and owners, who devote time and energy for the business. These types of communication include not only letters and memorandums but also guidelines, reports of various kinds, various plans and specifications, instructions, activities, etc.

Now let us discuss the essential characteristics of business communication. Some of the essential characteristics of business communications as put forward by Napley, in 'The Technique of Persuasion', are mentioned below–

1. **Accuracy:** In business communication accuracy is of great importance. While preparing a message pertaining to business enough care should be taken to maintain accuracy.

2. **Appropriateness:** In the process of communication involving the sender, the message and the receiver appropriateness is a key factor. The thoughts in the mind of the sender should be communicated in such a way that they create an interest for the receiver. The main aim should be to hold the attention of the audience in respect of their needs. Inorder to achieve this certain points should be kept in mind, like;
   - Why is the information required
   - The amount of information with supporting detail
   - Choice of simple words which are familiar to the reader
   - Using the words in well constructed sentences

3. **Balance:** In a written communication certain balance has to be maintained in presenting the content so that the things of comparable importance get equal attention.



Sir David Napley was a famous and influential solicitor in England. The Technique of Persuasion, is a seminal work on advocacy and case preparation published in the year 1971. This is still popular with barristers and solicitors today.

4. **Brevity:** Brevity means concise and exact use of words. In business communication an ability to exercise brevity is an added advantage and to use no more words than needed makes the meaning clear and unambiguous.

5. **Coherence:** While communicating any message to its receiver logical consistency is to be maintained. A clear train of thoughts on part of the sender would allow the reader to receive a well organized message where one sentence leads to another or one paragraph to another. There should be suitable headings whenever necessary to help the readers to understand the matter.

6. **Clarity:** Clarity is an essential quality for a communication and in business communication it is of utmost importance to the target groups, for instance, simple words should be used instead of phrases.

7. **Completeness:** In both writing and speaking the ability to express clearly and coherently makes its easier for one to transmit a message without any ambiguity. Primary concern should be to fulfill the expectation of the target groups. In business the receiver may be of different abilities and interests but they must understand what the message is about. For this short words are to be used in place of long expressions, active verb instead of passive verb.

8. **Consistency:** Maintaining consistentency in the written communication is a definate virtue for a communicator. In business communication the writer should be consistent in the use of headings, names, terms, abbreviations and symbols.

9. **Courtesy:** Any kind of communication should be in polite form. Care has to be taken not only regarding the components used in a sentence but also the tone used in it. The message must be in a positive mode in order to foster a good message.

10. **Explanation:** Enough explanation should be provided to the consumers regarding the possible questions which can possibly be raised by the target audiences. These can be made easy by

citing various examples that may help them to judge the conclusions.

11. **Forcefulness:** To achieve the objectives there is a need to be aware of all points of view. But while communicating a point or a message one should put his case well supported by convincing argument and sufficient evidence.

12. **Impartiality:** In business to remain impartial regarding the products is a tough job. The advantages of a product which can be compared to those of a rival product should be made available to the consumers. The decision to draw a conclusion should solely rest on the consumer, who should understand the relative advantages between the products. Alternatively an impartial advice may be offered without drawing attention to a particular product. This is what is meant by impartiality.

13. **Interest:** In this form of communication anything interesting should be mentioned. A dull , uninteresting or common message can never grab the attention of the target audience. Considering the needs of the target audiences the illustrations should be prepared.

14. **Objectivity:** Again objectivity should be maintained regarding preparation of this kind of communication. Everything has to be written in a objective manner keeping the needs of the target audiences.

There are several advantages and disadvantages of business journalism. Some are mentioned below;

The advantages of business journalism are;

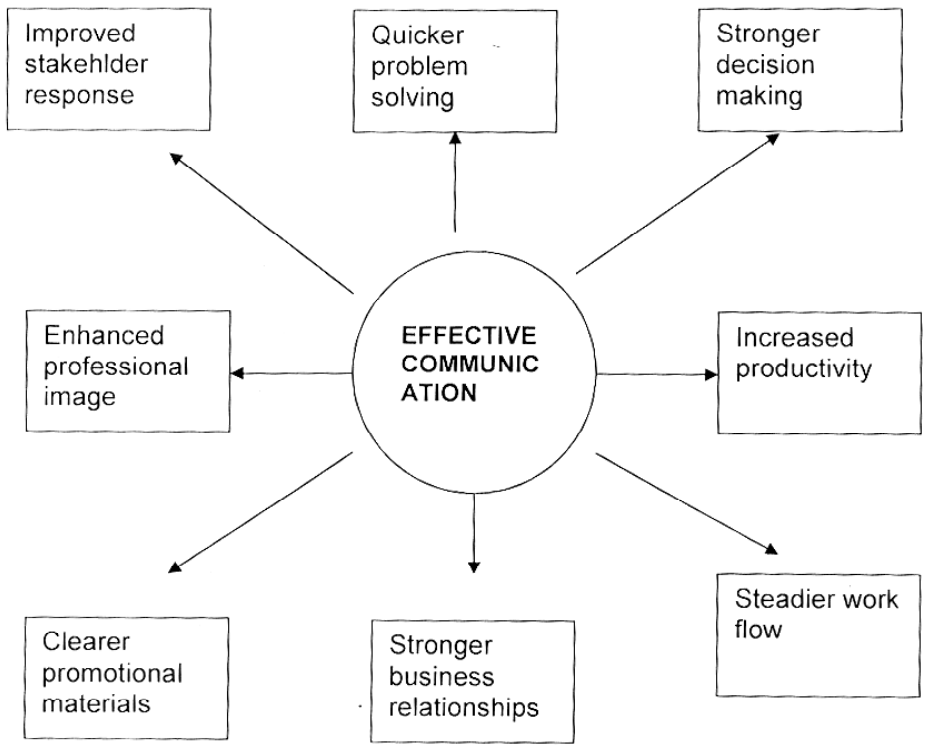
1. Ready Reference.
2. Legal Defence.
3. Promotes Uniformity.
4. Mass Access.
5. Suitable for Distance Communication.
6. Image Building.

7. Accurate and Unambiguous.
8. Permanent in Nature.
9. Facilitates in order to assign responsibility.
10. Permits Substitutions and Revisions.

The Disadvantages of business journalism are: -

1. Limited to the literate world only.
2. Time Consuming.
3. A lot of paper work is involved.
4. Needs expertise in expression.
5. 'Lack of immediate feedback.
6. It is costlier than oral communication
7. More man hours needed.
8. No immediate clarification is possible.

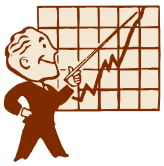
1.5.2 The Benefits of Effective Communication



Now with the above figure it must be clear to you that for effective communication one should pay attention to various factors. But this process of communication can also face certain barriers. The barriers to effective business communication are mentioned below;

The process of transmitting and receiving messages can be distorted by certain 'communication barriers', such as;

- Distractions
- Information overload
- Perceptual differences
- Language differences
- Restrictive environments
- Deceptive tactics



CHECK YOUR PROGRESS

1. What are the essential characteristics of business communication?

.....

.....

.....

2. What are the barriers in business communication?

.....

.....

.....

1.6 PRESENT SCENARIO OF BUSINESS COMMUNICATION

The present world is handicapped without the use of technology. Communicating in today's business environment requires some level of technology in every single step of its progress. Business is not an exception in this regard. Business uses a variety of technologies for communication. The use of the technologies helps to make the messages more effective.

Though the form and content of business communications has remained fairly constant in recent years, technology advancedment has improved the way of communication. Some of the regular methods are: bulletin boards, newsletters, or magazines. Organizations or corporate houses which are technically more advanced and geographically spread out use corporate-produced television shows, interactive Internet sites, or copy-only messages transmitted by closed circuit television. E-mails and newsletters have become a common term in the company's network. E-mails are the latest and fastest growing method of corporate communications. It is available to anyone with a computer terminal. It has the advantage of sending one particular message to an individual or to a group of people with a common interest, such as the members of a committee or task force.

Again, *Bulletin boards* are one of the oldest forms of corporate communications. In the early days, bulletin boards were the only means of communication within the corporate houses. Today the use of bulletin boards is gradually fading away in businesses.

Newsletters and magazines are the forms of written communication that explain the policies, announcement of new products, etc.

Today, technology provides some decided advantages to the business world. Various new and advanced technologies are being used such as closed-circuit, satellite, videotape-based television, etc. which are some of the important forms of communication widely used for business purposes.

The technologies mentioned below are the means of communication that help to bring dramatical changes to enhance and improve business communication;

- Voice technologies: This type of technology is a very interesting form. The human voice was playing and still plays a vital role in business communication. Today this is supplemented by new technologies like voice synthesis. Voice synthesis means generation of speech by any artificial means like computer.
- Virtual agents: Virtual agents are a programme which serves the customers as online customer service representative on behalf of an organization. Virtual agents have a human appearance and

can respond appropriately to the questions of the customer. They are increasingly used in customer relationship management to help people perform tasks such as locating information or placing orders and making reservations combining artificial intelligence with a graphical representation.

- Mobile communication: Today mobile communication is used in a large scale. The mobile workers do not work from a specific office. They can work using temporary offices.
- Networking advances: Advances in networking like instant messaging, multiple computers interacting and communicating to share a file, etc are bringing unprecedented advantages to business communication. Thus, being enhanced by high technology, business communication has become a more relaxed activity today.

1.6.1 Five rules of good writing or communication

In the above section you have been given some ideas about the scenario of business communication today. Now, let us pay attention to the five rules of good writing as mentioned below.

1. **Come straight to the point:** When writing for business purpose, the writing should be direct and to the point. It should be simple and in short and simple sentences.
2. **Keep it simple and short:** The writing in business communication should always be short and the language should be simple. Short words should be used and phrases are to avoided.
3. **Use active not passive voice:** The sentences used in business writing should be in active voice. For example, the sentence- 'The study was completed by the director' should be written as 'The director completed the study'.
4. **Use the right tone:** While conveying the messages sound, polite and friendly words should be used. Sarcastic and bossy attitude

must be avoided. For example, we should write “please send me a copy of the draft” instead of “Send me the draft”.

5. **Use modern language:** Today the main rule for writing is to write the same language which we usually use for spoken purposes.

1.7 Five P's of marketing mix

There are different elements in marketing. The entire concept of marketing is a very wide and broad one. To make the entire process a success several essential elements are required. Marketing mix means the combination of different elements of marketing. It also describes the specific roles which each of the various elements plays in promoting the products and services.

The five Ps of marketing mix are the various elements of the marketing mix. Marketers referred to only four Ps for several years. The fifth P has been added to these four Ps very recently.
The 4 Ps or the four elements of marketing mix are as follows;

- **Product :** The Product here means not only the goods but also the packing, the appearance of the product,
- **Price :** Price for a product should be fixed in such a way that it remains competitive in the market and also allows earning profit to the company or the organization. There are many ways to price a product, like;
  - Penetration Pricing
  - Economy Pricing
  - Price skimming
  - Psychological Pricing
  - Product Line Pricing
  - Optional Product Pricing
  - Captive Product Pricing
  - Product Bundle Pricing
  - Promotional Pricing
  - Geographical Pricing
  - Value Pricing

- **Place :** Place in this respect means where the business actually functions from. The place is therefore from where the selling of the product is done and the various services are provided to the customers.
- **Promotion:** The fourth 'P' of the marketing mix is promotion. Promotion is the methods that are used to communicate or reach out the main features of the product. The advantages and the benefits that the product will provide and the services that will be made available to the customers are the parts of promotion.

The fifth P of marketing mix which is added recently is, **People**. It refers to the people working in any organization and how these people work and use their skills to make their own company's or organization's service different from that of other competitors.



As for example, when we prepare the batter for a cake mix we give all the essential ingredients like eggs, sugar, milk and flour to prepare the mix. But the proportions of every ingredient will depend on the taste of the maker. If the maker has got a sweet tooth then he will definitely add more sugar to the mix.

Today the five Ps of marketing mix is extended to 7 Ps. The sixth and the seven P are **Process** and **Physical evidence**.

- Process: Process here is the procedures, services, activities and mechanisms that are used to fulfill the services in any management or any organizational set up.
- Physical Evidence: The physical evidence means the environment in which the services take place in the process of communication. Physical evidence comprises of both tangible goods that help in the process of the services and the intangible experiences of the customers and the ability to understand the satisfaction of the customers.

1.8 TARGET AUDIENCE

In communication the expression 'target audience' is an important term. All the processes and methods in business are used keeping in mind the target audiences, their demands and needs.

In general the term 'target audience' means a group of people who are being aimed at or appealed to as respondents. A target audience or a target group can be people of any gender or any age group. To find the appropriate target audience is very important. Various important steps are involved in identifying the target groups. In case of any company or organization, the advertising and selling efforts are directed at the target audience.

There are certain common characteristics of target audiences. These characteristics help choose the targets for products. The characteristics are:

- Age
- Gender
- Location
- Occupation
- Income
- Education
- Interests

1.8.1 Specific Characteristics of a Target Audience

Apart from the general characteristics of the target audience there are certain special or specific points which should be kept in mind. For example, in case of any common home appliance, like mixer-grinder, the target audience can be easily identified from the manufacturer's target market. Now, if the product is launced or is going to be sold at a large department and appliance store in a metro city like Mumbai, it is safe to identify the potential of the buyers. It can be assumed that the buyers will have some knowledge about the commodity. They will know what a mixer-grinder actually is. But if the same product is launched in any rural areas, where these appliances are still unknown to the people, the method of communication should be entirely different. Every detail of the product should be explained in a simple way, keeping in mind the knowledge of the targets and to know these it is very important to find out the characteristics of the target audiences. This can be done by asking a few simple questions, like,

- Who will use the product?
- Under what conditions will the product be used?
- What are the user's level of experience and training?

1.9 CONSUMERIST CULTURE

Consumerism in the general sense means a social and economic order which is based on the creation of a desire to purchase goods in larger quantity or more than what is actually required. In economics, the term 'consumerism' refers to the economic policies that lay stress on consumption.

At the beginning of the 1990s, there was the rise of consumerism with the development in various technological aspects like the compact disc players, digital media, personal computers, cellular telephones, etc. With this there was a change in the lifestyle and value system among the people. Competition and materialism became an indispensible part of the culture. It was this time that the business world had realised that the most attractive targets were the wealthy section or the upper class. Their lifestyles and preferences caught the attention of the business class. By the beginning of

the 21st century consumerism saw a new face as the general people started imitating the wealthy section. This became more so as people follow their favourite celebrities, who are hired to endorse different products.

Critically, consumerism is used to describe the tendency of people to identify strongly with products or services they consume, especially those with commercial brand names. They perceive it as the status-symbol such as, luxury cars , designer clothing, or pieces of jewellerys, etc. A culture that is permeated by consumerism can be referred to as a consumer culture.

There are some who are against the concept of consumerism. They argue that many luxuries and unnecessary consumer products may act as social mechanism. This will make the people identify with the like-minded individuals. This will be done through the display of similar products making it the status-symbol. It helps to judge the socioeconomic status and social stratification. Again, it is argued that the relationship with a luxury product or brand name can substitute for healthy human relationships. It creates a cultural hegemony. Critics of consumerism also point out that consumerist societies contribute to damaging the environment. Dr. Jorge Majfud put forward his views saying that “Trying to reduce environmental pollution without reducing consumerism is like combatting drug trafficking without reducing the drug addiction.”

1.10 LET US SUM UP

In this unit you have been introduced to the concept of business communication. Let us quickly recapitulate these concepts once.

- The communication process used for achieving business goals is business communication.
- Business communication plays a significant role in the corporate world.
- Even business communication can face certain barriers in the ongoing process.
- The beginning of business communication is quite new compared to the other forms of communication.
- Target audience is a significant concept.
- Target audience has certain specific characteristics.



1.11 FURTHER READING

1. **Business Communication** by M. Raman and P. Singh, Oxford University Press, New Delhi.
2. **Business Communication** by P.D Chaturvedi and M. Chaturvedi, Dorling, New Delhi.



1.12 ANSWERS TO CHECK YOUR PROGRESS

Ans. to.Q. No.1.

(i). Accuracy

(ii). Appropriateness

(iii). Balance

(iv). Brevity

(v). Coherence

(iv). Clarity

(vii). Completeness

(viii). Consistency

(ix). Courtesy

(x). Explanation

(xi). Forcefulness

(xii). Impartiality

(xiii). Interest

(xiv). Objectivity

Ans. to.Q. No.2.

(i) Limited to the literate world only.

(ii) Time consuming.

(iii) A lot of paperwork is involved.

(vi) Needs expertise in expression.

(v) Lack of immediate feedback.

(vi) Costlier than oral communication.

(viii) More man houss needed.

(xi) No immediate clarification is possible.



1.13 MODEL QUESTIONS

Q.1. What is business communication? Explain the characteristics of business communication.

Q.2. Explain the concept of target audience and its characteristics.

Q.3. Write a note on consumerist culture.

Q.4. What is the present scenario of business communication?

Q.5. Is business journalism essential in the corporate world? Justify your answer mentioning the merits and demerits of it.

UNIT- 2 MEDIA FOR BUSINESS

UNIT STRUCTURE

2.1 Learning Objectives
2.2 Introduction
2.3 Concept of business communication
2.4 Importance of media in business
2.5 Types of media
    2.5.1 Selection of Appropriate Communication Media
    2.5.2 Incorrect choice of Medium
2.6 Setting up business goals
2.7 Communication Structure in a Business Organisation
2.8 Communication in corporate world
2.9 Effective business or economic writing
    2.9.1 Importance of writing skills in business communication
    2.9.2 Purpose of writing
    2.9.3 The Principles of effective writing
2.10 Economic newspapers
    2.10.1 The Economic Times
    2.10.2 The Business Standard
2.11 Public Relations and Marketing
2.12 Ethics in communication
2.13 Audience Analysis
2.14 Let Us Sum Up
2.15 Further Reading
2.16 Answer to Check Your Progress
2.17 Model Questions

2.1 LEARNING OBJECTIVES

After going through this unit, you will be able to;

- describe the concept of business communication
- describe the importance of media in business

- discuss the various types of media used in business communication
- describe the importance of writing skills in business communication and the principles of effective writing.

2.2 INTRODUCTION

The concept of communication is very wide as it involves the natural human activity to convey feelings, opinions, ideas, information among one another through the medium of language, spoken and written or even through sign and body language. Thus, it is a process of exchanging information through a wide variety of forms. The term 'Communication' itself is derived from the Latin word 'Communicare' meaning 'Common'. Communication experts have identified the different types of communication. In the previous unit (Unit- 1) we have already discussed the concept of business communication. In this unit we will discuss media communication and how it helps in achieving business goals. The unit is therefore appropriately called "Media for Business" and it incorporates such important topics as importance of media for business, types of media and the selection of appropriate media.

2.3 CONCEPT

The term 'media' covers a wide range of roles. By media we understand a communication medium especially the print and the electronic media. Media is used for diverse purposes one of which is to manage effective business goals. Dissemination of information being the principle function of media, its different forms such as newspaper, television, radio, magazines and internet, etc are effectively used in promoting the interest of business and thereby media's role in business communication has gained a new importance. But before using any kind of media, one has to keep in mind who are the target group for them. The target group of every business will be different. Hence, to make the message easily accessible and at the same time to make it effective the choice of the approprite media is very important. In business organizations media is used as a tool to influence the behaviour of the consumers.

2.4 IMPORTANCE OF MEDIA FOR BUSINESS

Media allows the masses to read, write, watch and listen to whatever they want. Communication is a very strong and basic need for any society and organization. Even in any business organization the role of media is very essential. In todays globalised world nothing can work smoothly and effectively without the use of technology. In business organizations, it is very important to disseminate the right information to the right person and here media has a huge role to play.

In business organization the communication process is used for the flow of information and understanding. Here, communication is not only done to the external public but also to the internal public. For the internal public the information has to be sent from one level to another in the entire organisational setup. The effectiveness of business communication largely depends upon how effective is the medium used. When an organization grows in size and sophistication its functioning also becomes complex making it neccesary to upgrade its communication system.

The main features of business communication giving it a distinct identity are:

- It deals with industrial and commercial subjects.
- It is characterised by certain elements that are both commercial and technical in nature, using graphics, audio-visual aids and conventional formats for catering information.
- It should be objective, accurate, impartial and concise.

If the business communication is effective it is helpful in every sphere. It can become successful only if the language used is effective and understood by all. The message should be clear and should reflect the purpose of the organization. While conveying the message it is important to develop proper understanding of the matter and for this the words used in the message should be clear and concise.

2.5 TYPES OF MEDIA

In today's world, business plays a crucial role in every society. There has been a surge in activities everywhere in the world related to business, trade, commerce, finance, etc. In this globalized world, business and financial matters have occupied a central place. With the emergence of market economy, 'business' is no longer confined to financial experts only. Therefore, to make the general people aware of the goings on in the business world media has great responsibility to bear.

Again, in the business world the impact of technology is felt as increasing in manifold. Technology plays a vital role in the functioning of an organization. In this regard media plays a pivotal role in the functioning of a business organization. Some of the media commonly used today in the business organizations are discussed below;

1. Print media: Print media is used on a wide scale in all aspects. Print media generally includes;
   a. Newspapers
   b. Magazines
   c. Brochues
   d. Journals
   e. Leaflets
2. Electronic Media: By electronic media we mean radio and television.
3. Outdoor Media: Outdoor media mainly comprises hoardings, wall paintings, posters, banners, etc.
4. New Media: New Media includes the following;
   a. Internet
   b. Telephone and Voice mails
   c. Faxes
   d. Computers
   e. Audio Conferencing
   f. Video Conferencing

Every medium of communication has its own area of circulation and all section of people do not use the same media. Hence, while selecting the

appropriate medium what is essential is to take the concerned class of the people into account. The expenditure of the media should be measured keeping in mind the amount of fund available, particularly the amount of funds offered for advertising purposes. The media which is selected should be well matched with the message and the target groups. In business competition plays a vital role, which influence the selection of the right media.

2.5.1 SELECTION OF APPROPRIATE COMMUNICATION MEDIA

In business, it is very important to choose the approprite means of communication. To disseminate information one must know the appropriate means or communication to be used for the purpose. Today technology is so advanced that every segment is enhanced by its use. To choose the appropriate media that can be effectively used is of paramount importance. For selecting the right media the following criteria should always be kept in mind;

1. **Purpose:** The first and foremost point is to understand the purpose of communicating in business. The purpose of communication again is to inform, to persuade and to collaborate.
2. **Audience:** In business communication the choice of media depends on how it suits the audience. It is very important in business communication to know the target audience and only then accordingly the appropriate media can be chosen. The needs, the status and the understanding level of the audience should be taken into account before selecting the media.
3. **Nature:** To understand the nature of the message is also very important.
4. **Time:** For sending the message it is essential to know the time of its despatch. Apropriate timing in sending the message is of vital importance.

5. **Cost:** The cost factor is very important in business communication. It has to be given due importance in deciding the media to be used.

6. **Presentation Needs:** In business communication one should always keep in mind the media that would be used for communication. Presenting the message in an appropriate manner is very important in any kind of communication. If the message is presented in a wrong way then the effect of the message will be reduced.

2.5.2 Incorrect choice of Medium

It has earlier been discussed that for business communication it is very important to select the right kind of medium for communication. In this type of communication one should select the medium according to the message. The medium should suit the nature of the message. The effectiveness of a message depends upon the importance of the medium used. As for instance, if audio-visual medium is chosen for a group of people who prefer audio medium only then even if the message is designed in the best possible manner its effect would not be satisfactory. The following table will show the relation between the nature of message and type of media to be preferred for satisfactory results.

Nature of Message	Type of Media	Cues	Nature of Feedback	Media Quality
Personal (Oral)	Face-to-face	Verbal and Non Verbal	Immediate	Richest
Personal (Oral)	Telephone, Computers,etc	Verbal and vocal	Close to Immediate	Rich
Personal and Impersonal (Written)/Addresses Documents	Letters, Memos, Reports,etc	Verbal and Visual	Delayed/ No	Leaner
Impersonal/Unaddressed Documents	Circulars, etc	Verbal and visual	Almost Nil	Leanest

Figure: Choice and quality of medium of communication

In any kind of communication the role of **feedback** is very important. In business communication feedback has a very important place. As mentioned in the above figure it becomes clear that face to face communication has the richest media quality. It provides feedback immediately in the form of both verbal and non-verbal communication. But in this technologically developed world to get a feedback in business communication is not possible. Hence, either audio or audio-visual medium is prefered. In order to make the message reach the target audience as it is and leave its impact, the choice of medium is of vital importance in business communication.

The barriers that arise due to the wrong choice of media can be avoided if the following points are followed;

- For any complex message the richest media should be used. With the use of the richest media it will become easy to get the feedback.
- To achieve the goals of an organization it is important to know when to use the rich media. Rich media can be used to a certain extent and when required it can be complimented with human presence.
- It is best to use leaner media for simple and uncomplicated messages.

Therefore, sufficient care should be taken before selecting the appropriate media.



CHECK YOUR PROGRESS

Q1. What criteria must be followed for selecting an appropriate media for business communication?

……

……

……

……

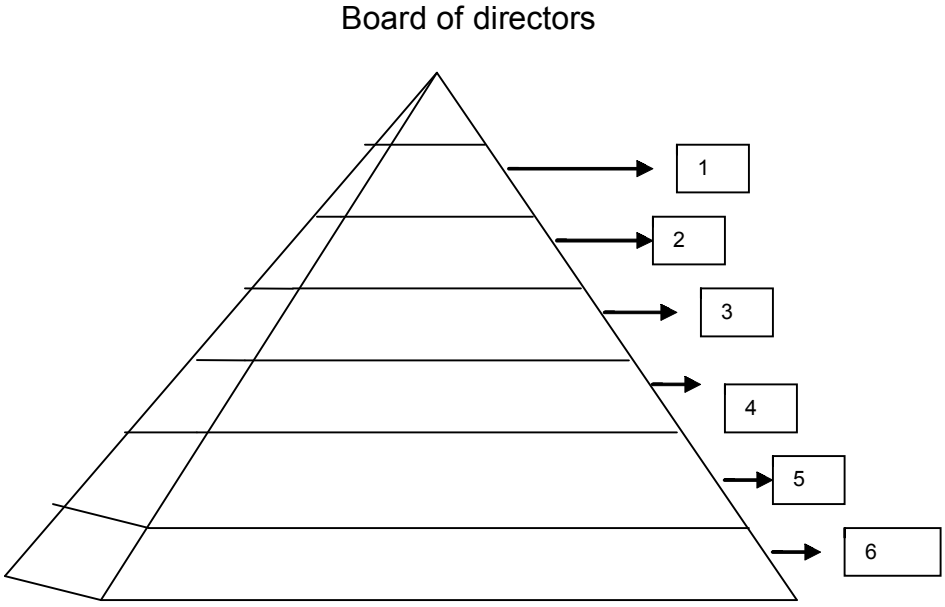
2.6 SET GOALS IN BUSINESS

In every business the first and foremost job is to set up the goals. The goals should be made keeping in mind the target groups. The goals should be such that along with bringing profit to the organization it should also meet the needs and expectation of the customers/ clients. The goals should be solid ones. To prepare the goals one has to keep in mind the following points;

- The goals prepared should be very clear and simple. It should be such that after going through it once, the content can be clearly understood at one go. The content should mean exactly what is exactly thought of.
- Again, the goals should be prepared in such a way that the cost strategy is clear. To achieve the goal one has to invest money, but at the same time it should be made clear as to how much profit will be made by the organization, how much can be saved, etc.
- The goals prepared should preferably be one-liners. In doing so, it ensures that the goal is well focused and action oriented. It should ensure that the goal will achieve something that will be profitable.
- Again, after completing the preparation of the goal, the success of the particular goal has to be mentioned. The points which will lead to the success of the goal should be mentioned.

2.7 COMMUNICATION STRUCTURE IN A BUSINESS ORGANISATION

In any kind of business organisation, the role of communication is very important. The effectiveness of any communication system depends upon how the necessary information reaches the right person in the required time circle. The network of information helps in the functioning and in the coordination of the organisation. The flow of communication follows an organisational pyramid, which is shown below :



Organisational pyramid

1. Managing Directors, 2. Senior management, 3. Middle Level Management, 4. Senior Supervisors, 5. First-line supervisors,
6. Employees

2.8 COMMUNICATION IN CORPORATE WORLD

In the changing environment of the business world at the time of globalization, communication has become an important component. Every area of business like marketing, production, finance, etc is witnessing a sea change. The segment of communication is not an exception. It has witnessed many drastic changes in the business world today.

There are several changes that took place because of the technical advancement in the world scenario. These changes have helped the people to pay more attention to communication for effective dessimination of information in the business world. The changes are;

- **Size of organization:** The corporate world is growing bigger and bigger with every passing day. Big organizations are growing with their levels of increase in the sections of production, etc. As the entire issue is a big area hence, here, communication plays an important role.
- **Technological development :** There is a huge transformation in the technological world today. Today the world of communication is not restricted to the traditional means of communication. It is an era of new attitude towards knowledge and information along with the new media. Hence, in business world also these technologies help in the process of effective communication.

2.9 EFFECTIVE BUSINESS OR ECONOMIC WRITING

Writing is an art form of communication. A good piece of writing aims at communicating something in a simple and clear manner. In business there are various kinds of written communication like enquiries, memos, proposals, contracts, reports both formal and informal, instructions, etc. While preparing these in the written form it should be kept in mind as to for whom are the write-ups made. The level of their understanding should be kept in mind.

2.9.1 Importance of writing skills in business communication

In any form of communication the main purpose should be to make the message reach the target audience accurately with a clear meaning. Writing for business communication requires good writing skills. Knowledge of grammar, punctuation, spelling, sentence formation, paragraph, etc should be given utmost importance. Business writing should also follow the principles of sound organizations, i.e, clarity, simplicity and directness.

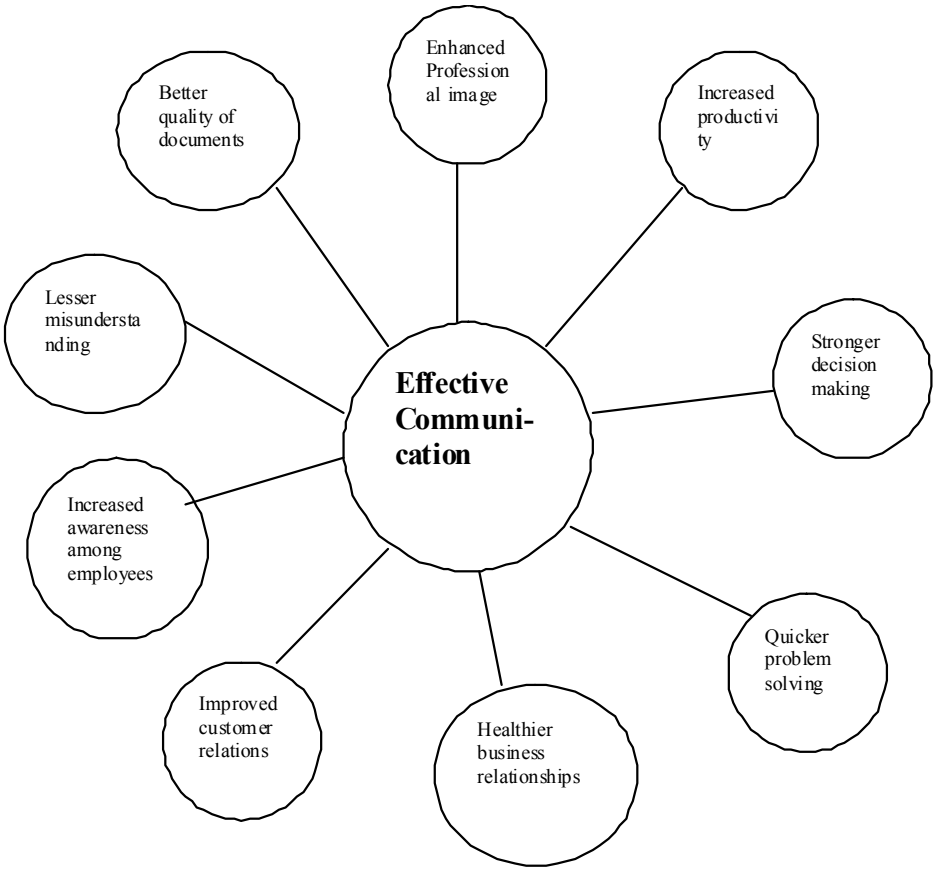


Figure: Benefits of Effective Communication

2.9.2 Purpose of writing

1. For any effective writing the purpose of communication is to be understood. Basically there are two purposes of communication process.
   a. to inform the target group.
   b. to persuade the target group.

   a. to inform :The writer has to give information and explain the various purpose through writing. This kind of writing is also called informative writing. Informative writing is mainly found in scientific data, statistics, business reports, etc. The main purpose of this type of writing is to give information and nothing else. Its purpose is to educate and not persuade anybody, hence, objectivity is maintained. There is little room for bias. There are certain

questions that should be kept in mind while writing informatively. The questions are mentioned as below;

1. Is the focus given on the subject of discussion?
2. Is it primarily informing or rather it is persuading?
3. Whether it offers an exact and complete information?
4. Is it possible to ascertain the information?
5. Is the information provided logical and clear?
6. Whether the writing makes a good reading?

b. to persuade : This type of writing is also known as persuasive writing. The main aim of this kind of writing is to convince the reader about any matter. The matter can be however debatable, and it expresses opinions and not facts. It can be also termed as argumentative for it supports a particular viewpoint. This particularly focusses on the thinking of the reader. This type of writing is mainly found in business proposals, religious books, editorials, letter to the editor, etc.

Even here certain questions are to be kept in mind while writing informatively. The questions are mentioned as below;

1. Whether the writings focus on the reader?
2. Is it successful in convincing the reader rather than informing them?
3. Whether it is able to support the viewpoints by giving strong reasons?
4. Whether it clearly follows any logical reasoning or not?
5. Whether it is finally able to meet its purpose?

2. Audience: Another task for effective writing is to understand and recognise the needs, expectations, attitudes of the audience or the receiver of the message. The written communication is not like other forms of communication. It is a oneway communication,i.e, from the sender to the receiver,

It is not easy on the part of the receiver to clarify any doubts in the process. In case of any confusion the receiver will not be able to get

any clarification from the sender. Therfore, the foremost concern of the writer should be to write a correct writeup for a good communication.

3. Clarity : In written communication the writer has to follow the principle of coherence in the sentences and paragraphs. The language should be such that thoughts of the writer are clear and can be easily understood by the reader.

2.9.3 The Principles of effective writing

For effective writing in business communication certain principles should be followed. The main principles that should be kept in mind while writing for business communication are as follows;

- Accuracy
- Brevity
- Clarity

Accuracy: In business communication writing, there should be accuracy. After completing the writing it is the responsibility of the writer to check and re-check the information to avoid any kind of mistakes. Accuracy is important for the facts, figures and the language used. The words used should be always correct. Again there should be appropriateness.

Brevity: The writing in business communication should be very concise. Use of unnecessary words should be avoided. Brevity means concise and exact use of words. In business communication an ability to exercise brevity is an added advantage and to use no more words than needed makes the meaning clear and unambiguous.

Clarity: In business writing the words used should be clear and should reflect the thinking of the writer. Clarity is an essential quality for a communication and in business communication it is of utmost importance for the target groups who should understand the message clearly. For this, simple words should be used instead of phrases and idioms.

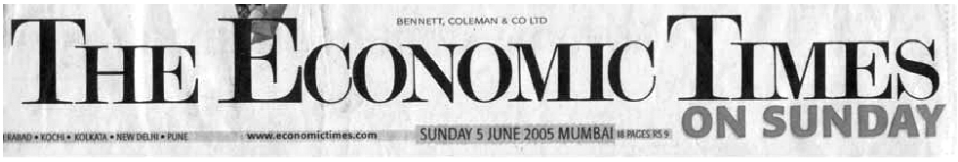
2.10 ECONOMIC NEWSPAPERS

There are quite a few newspapers on financial and economic matters. Given below are two such newspapers.

2.10.1 THE ECONOMIC TIMES

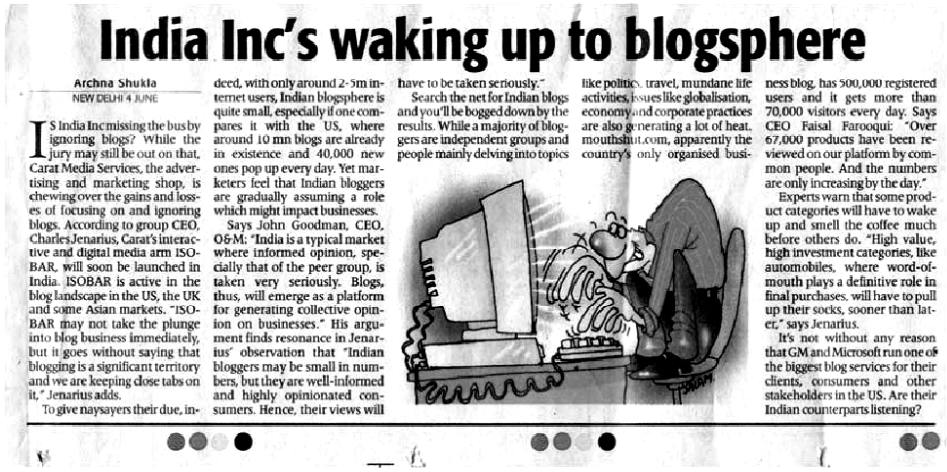
The Economic Times is an English daily newspaper. It is published by the Bennett, Coleman & Co. Ltd. This company is a part of The Times Group. It started from the year 1961, by P.S. Hariharan. He was also the first editor of the newspaper. It is one of the highest circulated dailies in India. It is published from the ten metropolitan cities of the country, i.e, Mumbai, Delhi, Bengaluru, Chennai, Kolkata, Lucknow, Hyderabad, Ahmedabad, Chandigarh and Pune.

The Economic Times mainly deals with the issues of Indian economy. There are different segments in the newspaper where the share prices, share market, the prices of different commodities in the market are dealt with. Anything related to finance is discussed here. News and views related to the financial world are published here. In June 2009, The Economic Times launched a television channel as well. It is called ET Now.


BENNETT, COLEMAN & CO LTD

THE ECONOMIC TIMES ON SUNDAY

ABAD • KOCHI • KOLKATA • NEW DELHI • PUNE www.economictimes.com SUNDAY 5 JUNE 2005 MUMBAI 16 PAGES RS 5


India Inc's waking up to blogsphere

Archna Shukla
NEW DELHI/4 JUNE

IS India Inc missing the bus by ignoring blogs? While the jury may still be out on that, Carat Media Services, the advertising and marketing shop, is chewing over the gains and losses of focusing on and ignoring blogs. According to group CEO, Charles Jenarius, Carat's interactive and digital media arm ISOBAR, will soon be launched in India. ISOBAR is active in the blog landscape in the US, the UK and some Asian markets. "ISOBAR may not take the plunge into blog business immediately, but it goes without saying that blogging is a significant territory and we are keeping close tabs on it," Jenarius adds.

To give naysayers their due, indeed, with only around 2-3m internet users, Indian blogsphere is quite small, especially if one compares it with the US, where around 10 mn blogs are already in existence and 40,000 new ones pop up every day. Yet marketers feel that Indian bloggers are gradually assuming a role which might impact businesses.

Says John Goodman, CEO, O&M: "India is a typical market where informed opinion, specially that of the peer group, is taken very seriously. Blogs, thus, will emerge as a platform for generating collective opinion on businesses." His argument finds resonance in Jenarius' observation that "Indian bloggers may be small in numbers, but they are well-informed and highly opinionated consumers. Hence, their views will have to be taken seriously."

Search the net for Indian blogs and you'll be bogged down by the results. While a majority of bloggers are independent groups and people mainly delving into topics like politics, travel, mundane life activities, issues like globalisation, economy and corporate practices are also generating a lot of heat. mouthshut.com, apparently the country's only organised business blog, has 500,000 registered users and it gets more than 70,000 visitors every day. Says CEO Faisal Farooqui: "Over 67,000 products have been reviewed on our platform by common people. And the numbers are only increasing by the day."

Experts warn that some product categories will have to wake up and smell the coffee much before others do. "High value, high investment categories, like automobiles, where word-of-mouth plays a definitive role in final purchases, will have to pull up their socks, sooner than later," says Jenarius.

It's not without any reason that GM and Microsoft run one of the biggest blog services for their clients, consumers and other stakeholders in the US. Are their Indian counterparts listening?

2.10.2 BUSINESS STANDARD


Business Standard

Indian techies log in to elite global R&D

Business Standard is a financial newspaper. It is published by Business Standard Ltd (BSL). The newspaper is published in two languages, i.e., Hindi and English. The English edition of the newspaper comes from twelve regional centres. The centres are at New Delhi, Mumbai, Chennai, Bangalore, Chandigarh, Pune, Lucknow, Ahmedabad, Hyderabad, Kochi, Bhubaneswar and Kolkata.

The Business Standard was started in the year 1975 by the Ananda Publishers. It was started in Kolkata. But the Business Standard became a separate company in the year 1996 under the Kotak Mahindra bank. It made a rapid and significant expansion with several new editions. In its total readership it is next to the Economic Times.

The Business Standard is a reliable newspaper that represents responsible journalism. It also provides a monthly supplement to its readers. It also publishes several periodicals, like, *Indian Management*, *the Asian Management Review*. The newpaper also offers its own website, where the e-paper is available. On January 2010, the group has launched an information cum trading website. It is called *smartinvestor.in*. It is especially designed for those interested in stock market.



CHECK YOUR PROGRESS

Q.2. The Economic Times is published by .....

Q.3. The Business Standard started in the year .....

2.11 Public Relations and Marketing

By now you have already become familiar with the term 'Public Relations'. You have also come across this term in the previous units. The public relations or PR function is a vital area in any kind of organization. The function of PR is usually carried out by specialized individuals. Here, the main purpose of the PR officer is about maintaining a healthy relationship between the organization and the public. One of the main aims of PR is to influence the public with the help of mass media. For the success of this aim mediums like television, radio, newspapers, exhibitions, etc can be used. It is the job of a PR person in any kind of organization to highlight any form of newsworthy events. The various events may comprise products, developments, human interest stories, etc. These events are later turned into some or any of the following;

- Press conferences
- News releases
- Briefings
- Corporate materials
- Reports

The role of any PR organizations is to motivate the people in different situations. The purpose is also to develop a suitable work culture and to maintain a mutual understanding between the organization and the public. The PR department also plays the role of bridging the communication gap between the organization and the target audiences.

The PR department has to maintain a good relation with the different medias. It also has to liaision with the Information and Public Relations Department of the government, such as PIB, AIR, Doordarshan, DIPR, etc.

The PR department is responsible to prepare various advertisements, notification, etc. The production of audio-visual advertisements, preparation of ad-copy, layouts, etc has to be prepared by the PR department.

To produce effective PR materials certain guidelines has to be followed. These are;

- The material should be factual.
- It should be newsworthy
- It should be impartial
- It should have the latest information
- The material should be appropriately distributed
- It should be prepared in a professional way.

Marketing

Marketing is all about disseminating information related to the organization or its product.

In the business world marketing is an important segment. The purpose of any business is not only to sell a product but also to satisfy the customers and to keep them. Marketing in any organization deals with the 'marketing mix' concept. The concept of the 5Ps has been already discussed in the previous unit. All the Ps of marketing mix are loosely related to the process of marketing but the main relation is with 'Promotion'. In marketing, media is used for promotional activity. Every organization or company needs a medium to promote its products. It is very important to choose a perfect medium that is most suitable and which is able to present the product in an acceptable way.

For marketing and making the people know about any product it is very important to consider the target audience.

2.12 Ethics in communication

In communication it is very important to know and understand what one is speaking and communicating. In business communication also we should always keep in mind the importance of ethics. Now the question arises as to what exactly 'ethical communication' means? There are certain points

that should be kept in mind for business communication. The important characteristics of communication ethically are as follows:

1. ***Making the point clear without offending the audience:*** One of the most important issues that should be kept in mind while communicating is to get the response from the target audience. The response from the audience should be clear and effective. One needs to get his or her point in a very effective manner. The message should be loud and clear but subtle at the same time.
2. ***Sustaining and maintaining a relationship with the audience:*** In business communication it is very important for the communicator to maintain a good relation with the target audience.
3. ***Ethics may differ for the audience:*** The communicator should take an effort to understand the needs of various audiences.

2.13 AUDIENCE ANALYSIS

In business communication the needs, the interests and the background of the audience demand some attention. Lack of analysis of the audience will result in the starting of various kinds of problems related to the profession. Now, the first and foremost thing is to identify the types of the audience. The common division of the audience are divided into various catagories as discussed below:-

- Experts: Experts are those people who have some kind of knowledge regarding the product. These people are highly qualified with higher degrees and work in various academic settings. In analysing this group of people one has to be very careful as these people are experts in the field and to convince them is a tough job.
- Technicians: These people are mainly those who are directly related in the preparation, repairing and designing of the product. They have high technical knowledge about the product, but it is mostly practical knowledge.
- Executives: These people are those who take decisions on the areas of business, administration, legal, governmental, etc. This

group might have a little technical knowledge but the knowledge will be a restricted one because they are not specialists in the field.

2.14 LET US SUM UP

In this unit we have learned in detail about use of media for business. Let us recapitulate those points once again.

- The concept of business communication and importance of media for business.
- Different kinds of media as used in business communication which include print and electronic media and new media.
- Selection of appropriate media for business communication is based on some criteria such as purpose, audience, nature, time, cost, etc. Incorrect choice of medium may result in the poor media quality whereas when there is an immediate feedback from the receiver it is the richest media quality.



2.15 FURTHER READING

1. **Business Communication** by P.D Chaturvedi and Mukesh Chaturvedi, Dorling Kindersley (India) Pvt. Ltd., New Delhi.
2. **Business Communication** by Meenakshi Raman and Prakash Singh, Oxford University Press, New Delhi.



2.16 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1. For selecting the right media the following criteria should be followed;

(i) Purpose
(ii) Audience
(iii) Nature

(iv) Time

(iiv) Cost

(vi) Presentation Needs

Ans. to Q. No. 2. The Bennett, Coleman & Co. Ltd.

Ans. to Q. No. 3. 1975



2.17 MODEL QUESTIONS

Q.1. What is business communication? How can you write effectively for business communication?

Q.2. What is the role of media in business communication?

Q.3. What are the different types of media?

Q.4. What are the different criteria in selecting the appropriate communication media?

Q.5. Draw a table to show the relation between the nature of message and the resultant media quality.

Q.6. Write briefly about;

(a) Importance of writing skills in business communication

(b) Principles of effective writing.

UNIT- 3 : BUSINESS PRESENTATION-I

UNIT STRUCTURE

3.1 Learning Objectives

3.2 Introduction

3.3 Report Writing

- 3.3.1 Process of Writing a Report
- 3.3.2 Determining the purpose of the report
- 3.3.3 Determining the factors
- 3.3.4 Gathering the information needed
- 3.3.5 Interpreting the findings
- 3.3.6 Organizing the report information
- 3.3.7 Writing the report

3.4 Project Report Writing

- 3.4.1 Criteria of a Good Project
- 3.4.2 Advantages of a Good Project
- 3.4.3 Disadvantages of Project Method
- 3.4.4 Format of a Project Report

3.5 Let Us Sum Up

3.6 Further Reading

3.7 Model Questions

3.1 LEARNING OBJECTIVES

After going through this unit, you will be able to –

- write a report on any event or an experience
- formulate hypothesis for your report
- interpret your report
- prepare project report for different organizations
- find advantages and disadvantages of project report

3.2 INTRODUCTION

In the earlier unit we have already learnt about the use of media for effective business. In this unit, we will discuss how to write different types of reports, project report, executive summaries and business presentations.

A report is an account of an event or an experience. Reports are of many types, like- news paper reports, scientific reports and business reports. Again, a project report describes the purpose of the project and how it will be organized and managed. Executive summaries provide the essence of the report. And business presentations are basically required to present their project work.

You will find this unit very interesting and important to study, because all professionals, including the mass communicators, who are associated with business and management need to write project reports, executive summaries etc in their job. Most business students will have to do this in some form, so making presentations a part of your lesson will be useful and may lead to some worthwhile productive lessons.

3.3 REPORT WRITING

Before going to write a report, let us first define a report.

A report is a formal communication written for a specific purpose which includes description of procedures, analysis of data, their significance, conclusions and recommendations if required.

We can define professional report as an orderly and objective communication of factual information that serves a specific purpose.

Report writing is an essential skill for professionals. A report aims to inform a definite topic or incident as clearly and succinctly as possible. Exactly what you include in your report and how you present it will vary according to your discipline and the specific purpose of the report.

While writing a report, you should first prepare the rough draft and then with careful revision you can gradually improve the quality of the report. Good report writing needs a lot of effort. So you should consider the following points before writing a report.

3.3.1 Process of writing a report

- Before writing the report, you should carefully go through the entire topic, and then express it in your own words.
- The report which you are writing should be in a logical order with accuracy in facts and figures, correlation of illustrations with the text and paper documentation and cross referencing.
- You should include only relevant points leaving out what is considered to be less relevant or less significant.
- After you have prepared a rough draft of the entire report, check the outline and notes once more to ensure that you have not missed any points or facts. Also try to see if you can make necessary additions and alterations.

3.3.2 Determining the purpose of the report

Our work on a report starts logically with a need (or a problem), for which we will prepare the report. The need should be logical to prepare a report.

The next step is the preliminary investigation, where we will gather information from different sources. We can gather information either by direct contact with the source (which is known as primary source of data collection) or we can collect information from secondary sources like- earlier published material, books, survey reports and web sites etc.Then we should express the problem clearly, preferably in written form.

3.3.3 Determining the factors

Our next task is to determine the factors which are responsible for the problem. The problem factors may be of three types :

1. First, they may be the subtopic of the overall topic about which the report is concerned. For example; if our report is on the production of any company, then the sub topic will be on the sales, inventory, demand and capacity etc.

2. Another problem factor may be the hypothesis which must be tested. Once formulated, the hypothesis needs to be tested and their applicability to the problem is then either proved or disproved. Suppose we assume that we have the problem of determining why sales at a certain store have declined. Our task will be to explain the reasons through brainstorming. Then the hypothesis will be of following types:

3. Hypothesis:
   - Activities of the competition have caused the decline.
   - Changes in the economy of the area have caused the decline.
   - Changes in the environment have caused the decline.

4. Another factor is the comparison. In the problems that involve comparison, there may be the bases on which the comparisons are made.

3.3.4 Gathering the information needed

Before preparing the report we need to investigate the problem personally. For example, a sales problem might require collecting information through discussions with customers and sales personnel. A computer problem might require talking to both end users and programmers.

3.3.5 Interpreting the findings

After completing the research, the next step is to prepare the findings for your presentation. While preparing the findings it depends on the type of reader to whom you will give the presentation. Some readers may want only facts and some may want more analysis. Based on their preferences we need to prepare our findings.

3.3.6 Organizing the report information

Organizing a report is very important because if the process of organizing is not logical then people will not be able to understand it.The main aim of

organizing the report is to communicate the information in the best possible way to the reader. From the introduction to the conclusion, the organization of the report should be in a logical order.

3.3.7 Writing the report

The last step in this process is the writing of the report. While writing the report we need to communicate clearly and what we want to convey. Good report writing presents facts and interprets them logically. It avoids presenting the writer's opinion, biases and attitudes.

A well written report reads as one continuous story, so different parts of the reports need to connect smoothly.

A few model reports are given below. Read it carefully:

1.Write a report on a blast that has occurred recently.

4 KILLED, 50 HURT IN JONAI BLAST

By A Staff Reporter
(source: The Assam Tribune, March-17, 2008)

GUWAHATI, March 16 – In the worst ever incident of militant violence in Dhemaji district since 2004, at least four persons were killed and more than 50 others including women and children were injured in a grenade blast in Jonai last night. Official sources said that about 15,000 people gathered in a field near the Jonai circuit house last night to celebrate Ali-Aye-Ligang, a festival of the Mising community, when suspected militants lobbed a grenade at the crowd. Four persons were killed in the incident.

Sources said that at least 50 persons were injured in the incident and 14 of them have been shifted to the Assam Medical College Hospital, Dibrugarh, this morning. Those shifted to Dibrugarh included two children and their condition is stated to be serious. Altogether 36 injured persons have been shifted to Dhemaji town for treatment.

However, the Army is not operating in the district and shortage of force is turning out to be a major problem in restricting the movement of

militants in the district bordering Arunachal Pradesh as the district has only four companies of Central Reserve Police Force. Sources said that the militants can easily sneak into Dhemaji from its bases in the neighbouring State by taking advantage of shortage of force and the blast last night took place near the inter-state boundary.

It may be mentioned here that this was the worst ever incident of militant violence in Dhemaji district since the blast during the Independence Day in 2004, in which 13 women and children were killed.

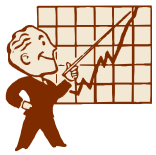
2. Write a report on emerging trends in tourism Management in Assam. (Source: The Assam Tribune, March-6, 2008).Read them carefully:

IT ENABLED TOURISM MANAGEMENT IN ASSAM—

Information Technology (IT), which is a key component of every industry and trade in the present day context, plays a very important role in the tourism industry. The use of new IT tools and techniques has facilitated the efficient netting of information and communication system in present-day travel and tourism management. The internet, website, e-mail, mobile, tele-text, videotext, telecopy etc have revolutionized the communication system as it has enabled organizations to demonstrate their offerings globally using multimedia interfaces. Consumers are also empowered through the new tools and techniques to search for their required information and to undertake online services like booking of airline/rail/bus tickets, hotel/resort reservations, car rentals, fixing a business meeting in a hotel/resort, participating in a particular festival or event, enjoying a match (cricket/football etc) and also negotiating a price, asking for discount, making online payments, exchanging of queries and ideas, interactions etc. In addition, the use of some of the newly developed management tools and technologies like Customer Relationship Management (CRM), Value Chain Integration Tourism (CVIT), and Knowledge Management System (KMS) etc helps efficient netting of information and communication systems.

Tourism on the other hand is one of the largest and fastest growing industries in the world with an enormous potential for further growth. It is forecasted that by 2020 the tourism industry would be the single-biggest industry in the world.

The North-Eastern region on the other hand has tremendous potential for developing the tourism industry. The rich natural beauty, serenity and exotic flora and fauna of the region serve as invaluable resources for the development of tourism in the region.



CHECK YOUR PROGRESS

1. Read the following news story and make a good report with a headline.

   GUWAHATI, March 12 – The Opposition today charged the State Government with according little importance to agriculture, industry and employment generation in the Budget, and also said that the budgetary provisions did not address the issue of inflation.

2. Suppose, you are attending a workshop on painting. About 50 prominent artists are participating in it. The place is at Kalakhetra, Guwahati-37.

   Write a report of the workshop for the cultural page of a daily paper.

3.4 PROJECT REPORT WRITING

A project report describes the purpose of the project and how it will be organized and managed. Project report should communicate the results of an investigation in a clear and useful way.



Jargon-Specialized technical terminology characteristic of a particular subject.

It is not necessary or even desirable, to describe every minute detail of what was done. One of the most important aspects of good technical writing is to be concise, yet remain informative. The ability to select what is essential, and to omit what is merely an incidental detail, is a skill every scientist needs.

The following points should be considered while writing a project-

- Concentrate on getting the information over the reader as clearly as possible.
- Do not use unnecessary jargons.
- Don't make the report too lengthy.
- Spelling, punctuation and grammar should be perfect.

3.4.1 Criteria of a Good Project



Feasible-Capable of being done with circumstances as they are.means at hand and

A good project should follow the following criteria:

1. It should be purposeful.
2. It should impart gainful learning experiences.
3. It should cater to the activities of pupils.
4. The students should get full freedom to work according to their own interest and abilities.
5. Project must be selected by the active participation of both pupils and the teacher.
6. It must be economical in terms of time and money.
7. It should keep time constraints controlled.
8. It should be challenging.
9. It should be feasible.

3.4.2 Advantages of Project Method

1. It promotes co-operative activity and group interaction.
2. It adopts a democratic way of learning.
3. It supports the theory of correlation among different subjects.
4. It promotes scientific attitudes in students.
5. It supports learning by self- activity.
6. It stimulates creative thinking.
7. It enhances the educational value of the content.
8. It enriches the mental horizon of the students.

3.4.3 Disadvantages of Project Method

1. It is a time consuming method.
2. It over- loads the teacher with work.
3. It believes the teacher to be -a scientist or an encyclopedia having an all-round knowledge of every subject.
4. It is a syllabus- hampering method.
5. It provides superficial knowledge to students.
6. It is an expensive method.

3.4.4 Format of a Project Report

While it is not mandatory, there are good reasons for the usual format of a report. Below, you will see some important sections for a project report-

- **Title:** This must contain:
  1. the report title which clearly states the purpose of the report
  2. full details of the person(s) for whom the report was prepared
  3. full details of the person(s) who prepared the report
  4. the date of the presentation of the report.
- **Table of contents:** This is a list of the headings and appendices of the report. Depending on the complexity and length of the report, you could list tables, figures and appendices separately. Make sure the correct page numbers are shown opposite the contents. Up-to-date word processing packages can generate a table of contents for you.
- **Introduction:** Give enough background information to provide a context for the report. State the purpose of the report. Clarify key terms and indicate the scope of the report (i.e. what the report will cover).
- **Experimental techniques and methods**: Here generally we put the statistical and mathematical techniques to find the result of the project.
- **Results and discussion**: In this section we give the result of our findings.

- **Summary/conclusions:** Sum up the main points of the report. The conclusion should clearly relate to the objectives of your report. No surprises please! (that is, don't include new information here.)
- **Recommendations**: These are suggestions for future action. They must be logically derived from the body of your report.
- Abbreviations and/or glossary: **If necessary, we should provide an alphabetical list of the abbreviations you have used in the report, especially if they may not be familiar to all readers of the report. If we have used a lot of technical terms, we should also provide a glossary (an alphabetical list of the terms, with brief explanations of their meanings).**
- **References** : References are the list of books and different sites which reader can access from different sources. With the help of references we can further go in details of the topic.
- **Appendices** (if used) : An appendix contains material which is too detailed, technical, or complex to include in the body of the report (for example, specifications, a questionnaire, or a long complex table of figures), but which is referred to in the report. Appendices are put at the very end of the report, after everything else. Each appendix should contain different material. Number each appendix clearly.

Generally a project can be segmented into five basic parts which are described as follows:

The **first part** should contain the title, the author(s) and the date. This should convey the area and scope of the project.

The body part should include the detailed work carried on in the project. The **second part** should consist only of the abstract. The idea of the abstract is to provide a brief summary of the report. The reader should be able to pick up from the abstract what it entailed, how it was undertaken and an indication of what was found out. The **third part** should comprise a **table of contents**, indicating the page numbers of the different sections.

Fourth part onwards the report should include- the introduction, results and discussion, summary and conclusion, reference etc.

This is where we need to outline the underlying concepts (and if required a brief version of any theory) needed to discuss the project. You need to present your results in a logical sequence, highlighting what is important and how the data you obtained have been analyzed to provide the results you discuss. You should discuss what you infer from the data. **Make sure that all diagrams, graphs etc. are properly labeled and have a caption.**

And the final component or **fifth part** of the project (Summary/ conclusions) must relate closely to the first. In the Summary and conclusion section, you need to put it all together. Coherently you should include a concise version of your discussion, highlighting what you have found out, what problems you had, and what might be done in the future.

Your report should be sufficient to indicate to the reader what you have done, what you have found out and also provide enough information for them to repeat the work if they so wished. You will have made use of information from a variety of sources; in these cases you must include a reference to such sources.

By including a reference to the source others can check your work and reduce the time taken to make further advances.

There are generally three types of reference according to the source- journal article, book, and web site.

A good example of the front page for a project report is shown as below-

HUMAN RESOURCE MANAGEMENT

IN

"ASSAM STATE ELECTRICITY BOARD"

EXISTING PRACTICES AND SCOPE FOR IMPROVEMEMNT

A

PROJECT REPORT

PRESENTED TO

THE DIRECTOR (S.R. &E)

INDIRA GANDHI NATIONAL OPEN UNIVERSITY,
MAIDAN GARHI, NEW DELHI-110068
ON
OCTOBER, 2004
IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR
THE PROJECT COURSE (MS100) IN THE
MASTER OF BUSINESS ADMINISTRATION PROGRAMME
BY
A.B. PUZARI
ENROLLMENT NO : XXXXXXX
ASSAM



CHECK YOUR PROGRESS

- A B C company is considering a proposal to establish a new factory in your town. some of the factors which will influence the decision are given below: raw material, labour, transport facilities, market, competition, climate, construction cost, fire fighting facilities, nearness to state headquarters, communication facilities etc. Invent the necessary details and prepare a project report to the company and give it to the Managing Director of the company about the suitability of the place for the establishment of the factory.
- Select a current technological innovation that is for business use and report it to a company's top administrator (you select the company). You will describe the innovation and point out how it will benefit the company. If appropriate, you may recommend its purchase.
- Write a report on the existing communication system in your organization/college. Include any suggestion for improving it.



ACTIVITY

Visit any nearby organization and prepare a project report for the organization as per the given format. (Your project may be in any of this field- IT, Marketing, H.R., Finance etc)

3.6 LET US SUM UP

In this unit we have learnt about how to write a report. While writing a report we should concentrate on the content. It has to be in a logical order and should include the basic concepts. Then we have learnt how to prepare a project report, which should include the background of the topic. We have also described the procedures used; identified the major sources of error and explained how they are dealt with. The final results should be presented clearly and concisely; it should include an analysis of errors, but omit details of arithmetical manipulations. The interpretation of the results must be discussed, and improvements and possible extensions of the work suggested. You should give references to any books, articles or other sources of information (e.g. web sites) that have proved useful in preparing the report, or carrying out the work.



3.7 FURTHER READING

1. R.C. Sharma, Krishna Mohan," *Business Correspondence and Report Writing,"* 3rd edition.
2. Lesikar, Flatley *"Basic Business Communication"* 10th Edition.



3.8 MODEL QUESTIONS

Q.1. Define report writing.

Q.2. What is project report writing? Mention its advantages and disadvantages.

Q.3. Explain the format of a project report.

UNIT- 4: BUSINESS PRESENTATION-II

UNIT STRUCTURE

4.1 Learning Objectives

4.2 Introduction

4.3 Writing Executive Summaries

4.4 Making Business Presentations

4.5 Let Us Sum Up

4.6 Further Reading

4.7 Model Questions

4.1 LEARNING OBJECTIVES

After going through this unit you will be able to –

- analyse the importance of Executive Summary in business.
- make Executive Summary for different reports
- prepare a good oral presentation
- prepare written business presentation.

4.2 INTRODUCTION

In the earlier unit, we have already learnt how to write different types of reports, project report etc.

In this unit, we are going to explain how to write executive summary and make business presentation. Executive summaries provide the essence of the report. And business presentations are basically required to present their project work.

You will find this unit very interesting and important to study, because all professionals need to write project reports, executive summaries etc in their job. Most business students will have to do this in some form, so making presentations a part of your lesson will be useful and may lead to some worthwhile productive lessons.

4.3 EXECUTIVE SUMMARIES

Executive summaries provide the essence of the report. The first sentence of the executive summary must grab & keep the reader's attention. By reading it you can see if the rest of the report is worth reading. Executive summaries complete the report, whether an analytical report memo or whatever. Executive summaries are the parts of the reports that are read first. Readers may not even get to the detail in your report. They read the executive summaries to see if the rest of the report is worth reading.

Executive Summaries briefly cover every main section of the entire report. In the executive summary you will probably want to put the Issue (Problem) and Purpose in the first paragraph. The Scope and Limitations as well as the Alternatives (Procedures) will go in the next paragraphs. The Significant Considerations, Analysis, and Decisions will comprise the final paragraphs.

Normally, your executive summary (with double spacing) will run about one to one-half pages of copy. You should make sure you only put in significant Considerations, Analysis, and Decisions.

Executive summaries go by so many different names. Sometimes the executive summary is called an Abstract. You usually find that designation in scientific papers and academic efforts. You can also call the Executive Summary simply a Summary.

In every Executive Summary, we first start with the Introduction (Issue, Purpose, Scope & Limitations, and Alternatives), then the significant considerations, Analysis & decisions in the executive summary. Executive summaries will appear at the beginning of the report. The first paragraph of your Executive Summary can have the problem & the purpose. In the second paragraph you can explain the scope, limitations, and the procedures.

When you write the findings, concentrate on the major findings. Make sure that you cover every major part of the considerations so the report has cohesion.

When you reach the Analysis or conclusion, concentrate on the generalization. Tell what you want the company to do, base on the data. Then you say the individuals to do what you want.

When you start writing an Executive Summary, you should first read over the entire report several times, and then you can start writing the report. You can carry out some of these activities.

- mark in the margins of the report
- underline key pages
- think how the report will look on paper

A good example of the format of executive summary is given as follows-

EXECUTIVE SUMMARY

Project course :
Approved project proposal and Synopsis No.
Project Title: Human Resource Management- in "Assam State Electricity Board."
Organization: Assam State Electricity Board
Project Supervisor :
Name and Address of the Student:
Enrollment No. :
Study Centre:
Objectives of the Study:
- To study the existing HRM practices of ASEB

Methodology:
- Research Design
- Sampling Unit
- Sampling Size

Data Sources:
- Primary data
- Secondary data

Findings:
Recommendations:
Conclusion:

TIPS FOR WRITING THE BUSINESS PLAN'S EXECUTIVE SUMMARY

- Focus on providing a summary.
- Keep your language strong and positive. Don't weaken the executive summary of your business plan with weak language.
- The executive summary should be no more than two pages long. Resist the temptation to pad your business plan's executive summary with details .The job of the executive summary is to present the facts and entice your reader to read the rest of the business plan, not tell him everything.
- Polish your executive summary. Read it aloud. Does it flow or does it sound choppy? Is it clear and succinct? Once it sounds good to you, have someone else who knows nothing about your business read it and make suggestions for improvement.
- Tailor the executive summary of your business plan to your audience. If the purpose of your business plan is to entice investors, for instance, your executive summary should focus on the opportunity your business provides investors and why the opportunity is special.
- Put yourself in your readers' place... and read your executive summary again. Does this executive summary generate interest or excitement in the reader? If not, why?

Remember, the executive summary of the business plan will be the first thing the readers of the business plan read. If your business plan's executive summary is poorly written, it will also be the last, as they set the rest of your business plan aside unread!

An **executive summary,** as the term implies, is a summarized version of a longer presentation. It is similar to an abstract, but it is usually less formal. It is intended to be read quickly and easily by an audience that is not necessarily an expert on the topic. Executive summaries vary in length and format.

Another example of executive summary is given below:

EXECUTIVE SUMMARY

Project Title Study of "Overall structure of _____ Ltd".

Duration 6 Weeks

Under the guidance of :

Organizational guide _____

Research objectives

1. To study and understand the organization _____ Ltd
2. To find out the financial condition of the organization
3. To find out the advantages and drawbacks of the organization.
4. Recommendations to overcome the drawbacks.

Methodology

Research Design :First a research design was formulated, and then a survey was conducted among the employees of _____ Ltd.

Sample design :Sample size was 100. By using random sampling of every department of _____ Ltd.

Research Tools :1. Observations 2. Interview

Major Findings The workers of _____ Ltd.are partially satisfied with their job.

They have a very strong quality policy and employees are dedicated to the work.

4.4 MAKING BUSINESS PRESENTATIONS

Presentation is the art of presenting some facts to the viewer. However good our text may be, but it will not have much impact if it is not presented well. So, presentation plays a vital role. While giving presentation we should consider the following factors:

1. choice of vocabulary
2. use of short forms in writing
3. choice of pronouns
4. choice of grammar

With the wide spread use of computers, we can present a text more effectively and attractively.

- **Purpose of Business Presentation:** This is the first thing that you will need to ask yourself. Why are you presenting? Is there an important message to give or are you simply making up numbers. Are you looking to raise your personal profile or are you standing in for someone who has dropped out? Are you comfortable with your subject matter or have you been given the topic of the presentation? If you have serious doubts now is the time to start considering if you need to be speaking or if you can start to change the topic of the presentation.
- **Block out some time in your diary:** This is one of the most common mistakes that we see a lot of. For an important business presentation, we suggest that you block out around 20 hours of your time. This is how much time it will take to do a good job - in research, planning and most importantly in rehearsing. If you haven't got that much space in the diary then you will simply have to move something out, or you will have to work in evenings or weekends. This is what most of us end up doing.
- **Your competitive advantage:** We have sat through thousands of business presentations - and many can be quite boring affairs. The one common factor that we see a lot is bullet points. Business research shows that the chances of achieving your objectives increase from around 33% up to around 66%. And that is a major competitive advantage.
- **Rehearsing:** One of the most important things in presentation is Rehearsing. We should practice well before giving the presentation.

TIP ON PRESENTATIONS:

Write your presentation, take several small sheets of paper and scribble down one key point on each. Now select the most important point you need to make and put this at the top of a pile of the sheets of paper. Then select the next most important and place it next in your pile. Now add your least important point to the pile and before adding something slightly more important. This means your least important points are sandwiched between your main messages.



Table is used for displaying numerical data in a logical, orderly and compact fashion.

Many business students will have to perform a presentation in English to clients, suppliers or potential suppliers. Alternatively a presentation may be made internally, to colleagues, subordinates or management. But even if your students haven't had to make presentations in the past, they can benefit from the skills needed to perform this challenging exercise.

Many business students have to perform a presentation to clients, suppliers or potential suppliers or even within the organization. The way in which you present your report is very important. Your presentation should be interesting to the listener.

Business presentation may be of two types- oral presentation and written (computerized -power point slide) presentation. In oral presentation, the communicator should use a clear voice, should have a comprehensive knowledge about the topic; and should have a presentable personality. While giving the presentation, the greeting usually comes first, and then introducing the topic is introduced in an interesting way. The ending of the presentation usually restates the subject, summarizes the key points, and draws a conclusion.

In case of a slide presentation, the presenter can use different tools like- graphs, tables, pictures etc to make the presentation more attractive.

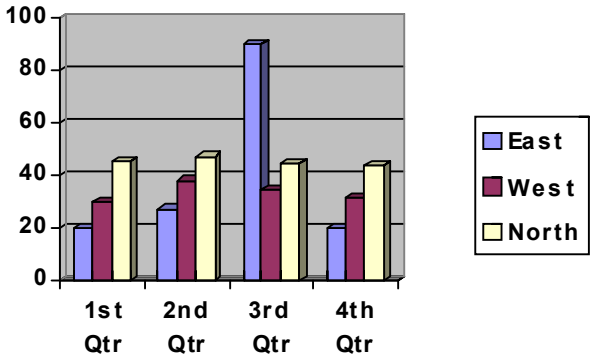
Following are some of the important factors we should consider while giving slide presentation:

- Layout: We should use a good layout design while making presentation. It should be clearly visible by the reader. While designing the layout we can select the typeface we wish to use and its

size. The computer also allows us to style the typeface as per our wish like, plain, bold, italics, underline, shadow, small capitals etc.

- Visuals: Visual images are a powerful way of communicating complex ideas. Business people are accustomed to the use of charts and diagrams to present numerical information in a way that makes it easier to understand. Some of the visual images are table, charts and diagrams.

Some of these images are shown below:



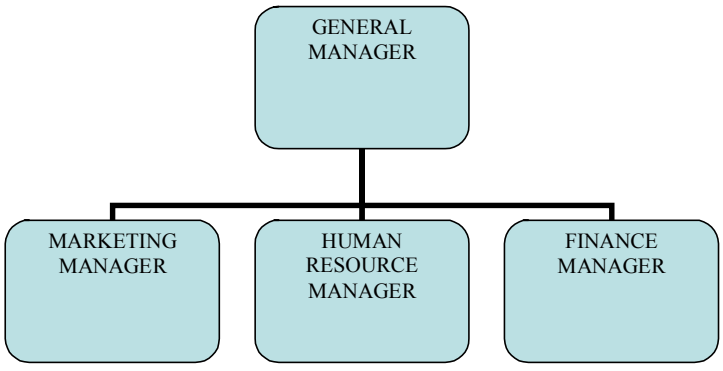
Example of Bar chart is shown in the above figure

Another way of giving presentation is by drawing flow charts, organizational charts etc.

Flow charts are those charts where we can show the diagram of a sequence of movement in logical order.

Again, a decision chart is a diagram that helps the reader to go through a series of choices in order to come to a decision.

One of the examples of organizational chart is given below:



Example of a good slide presentation: This is an example of power point slide presentation.





Activity 4.1

Q.1. Prepare an Executive Summary for your organizational project.

……

……

……

Q.2. Prepare slide presentation on your bio-data.

……

……

……



ACTIVITY 4.2

After reading this unit, prepare few slides for the main points of this unit.

4.5 LET US SUM UP

In this unit we have learnt about how to prepare Executive Summary and business presentation for projects. Executive summaries are much like any other summary in that their main goal is to provide a condensed version of the content of a longer report. In every Executive Summary, we first start with the Introduction, then the significant considerations, Analysis & decisions in the executive summary. Executive summaries will appear at the beginning of the report. The first paragraph of your Executive Summary can have the problem & the purpose. In the second paragraph you can explain the scope, limitations and the procedures.

Again a business presentation is the process of presenting the entire thing in a logical and attractive way. Presentations may be either in oral or in written form (power point slide presentation). In case of a slide presentation, the presenter can use different tools like graphs, tables, pictures etc to make the presentation more attractive.



4.6 FURTHER READING

1. R.C. Sharma, Krishna Mohan," *Business Correspondence and Report Writing,"* 3rd edition.
2. Lesikar, Flatley *"Basic Business Communication"* 10th Edition.

Web site: www.assamtribune.com



4.7 MODEL QUESTIONS

Q.1. Define Executive Summary. What are the main components of an executive summary?

Q.2. Prepare a model executive summary for any report.

Q.3. What do you understand by oral presentation?

Unit - 5 : INTRODUCTION TO MANAGEMENT

UNIT STRUCTURE

5.1 Learning Objectives
5.2 Introduction
5.3 Concept Of Management
    5.3.1 Characteristics of Management
    5.3.2 Scope of Management
5.4 Evolution of Management Thought
5.5 Management Vs Administration
5.6 Levels of Management
5.7 Functions of Management
    5.7.1 Planning
    5.7.2 Organizing
    5.7.3 Staffing
    5.7.4 Controlling
    5.7.5 Coordination
5.8 Management Styles in Indian context
5.9 Let Us Sum Up
5.10 Further Reading
5.11 Answers To Check Your Progress
5.12 Model Questions

5.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- define meaning and scope of Management
- differentiate between Management and Administration
- explain levels of Management
- outline functions of Management

5.2 INTRODUCTION

In the last four units of the first part of this block, we have discussed on the concept of business communication and business presentation.

In the present day industrial world, management has become universal. With the increase in the complexities of management of business concerns, the importance of 'management' has increased enormously. The principles of management are being applied not only for managing business concerns, but also to manage various other institutions like media, hospitals, educational and social institutions and government. In the subsequent units, we will discuss on the media management in detail.

5.3 CONCEPT OF MANAGEMENT

Unlike other subjects like philosophy, psychology and economics, management is a relatively new concept. The principles and techniques of management are still in a developing stage and the definitions of management given by different scholars emphasize different aspects of management. The following are a few of the important definitions of the term 'management'.

1. George R. Terry. 'Management' is a distinct process consisting of planning, organizing, actuating and controlling performance to determine and accomplish the objectives by the use of people and resources".
2. S. George "management consists of getting things done through others. Manager is one who accomplishes the objectives by directing the efforts of others".
3. Peter F. Drucker "the first definition of management is that it is an economic organ of industrial society. It means taking action to make the desired result to pass."

From the above definitions, it is clear that management consists of getting things done through others by directing their efforts in an integrated and co-coordinated manner in order to attain business objectives. It consists of all organizational activities that involve goal formation and accomplishment,

performance appraisal and the development of an operating philosophy that ensures organization survival.

5.3.1 Characteristics of Management

An analysis of the definitions of management indicates that management has the following characteristics:

1. ***Management is an activity***. Management is a process of organized activity, which is concerned, with the efficient use of resources of production.
2. ***It is a purposeful activity***. It is concerned with the achievement of an objective or set of objectives through its functions such as planning, organizing, staffing, directing and controlling
3. ***It is concerned with the efforts of a group***. According to Appleby, management is concerned with the management of people and not the direction of things. It inspires and motivates workers to put forth their efforts to the maximum extent.
4. ***Management is getting things done***. According to Koontz and O' Donnell, management is the art of getting things done through and with people in formally organized groups.
5. ***Involves decision-making.*** It is said that management is the decision making process and the decisions are involved in all the functions of management.
6. ***It co-ordinates all activities*** and resources through its various functions to attain the stated objectives.
7. ***It is a universal activity***. The techniques and tools of management are universally applicable irrespective of the enterprise.
8. ***It is an integrating process***. It integrates men, machines and materials for carrying out the operations of an enterprise and for achieving the stated objectives.
9. ***It is intangible.*** It is abstract and cannot be seen with the eyes. It is evidenced by the quality of the organization and the results such as increased productivity and increased morale of the subordinates, etc

10. ***Management is both science and an art.*** It has developed certain principles and laws, which are applicable to any group activity of the organization. It is also an art, because it is concerned with the application of knowledge for the solution of organizational problems.
11. ***It is a profession***. Gradually, it is becoming a profession because these are established principles of management, which are being applied in practice.
12. ***It is dynamic not static***. Management adapts itself to the social changes and also introduces innovation in methodology.

5.3.2 Scope of Management

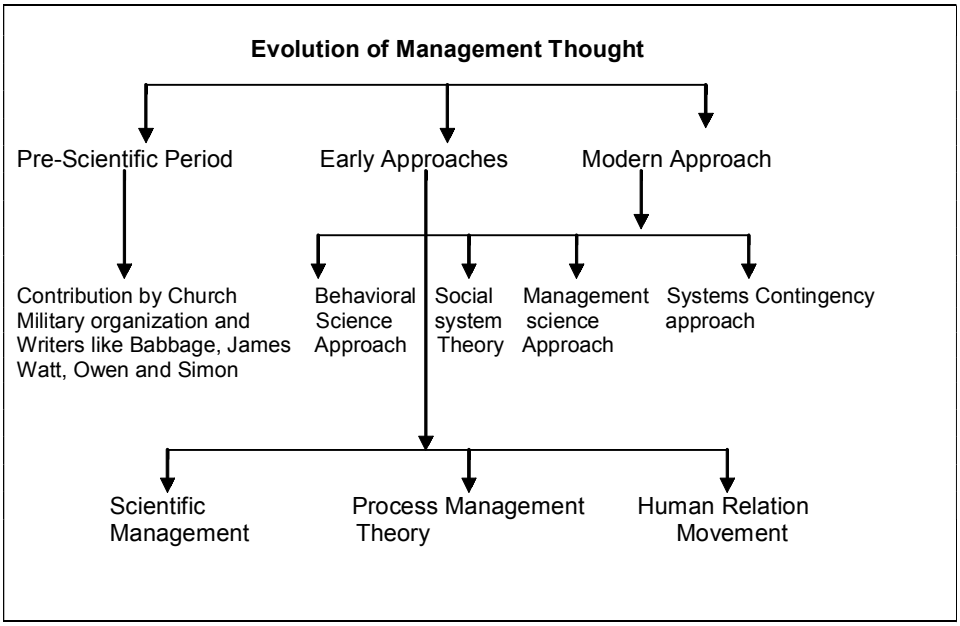
Management includes the following aspects:

1. **Subject matter of management**. It consists of various management functions such as planning, organizing, staffing, directing and controlling.
2. **Functional areas of management.** It consists of the following functional areas:
    a) **Financial management**: it includes cost control, budgetary control, financial planning etc.
    b) **Personnel management:** it includes recruitment, training, promotions, retirement, industrial relations, social security, etc
    c) **Purchasing management**: it consists of purchasing of raw materials, maintaining of records and material control etc.
    d) **Production management**: it deals with production planning, quality control and inspection, production control techniques, etc.
    e) **Marketing management**: It includes marketing of goods and services, price determination, channel determination etc.
3. **Management is an interdisciplinary approach**. For the correct and effective application of the principles of management, a study of various other subjects such as economics, sociology, mathematics, psychology, behavioral science, statistics etc. are necessary.

5.4 EVOLUTION OF MANAGEMENT THOUGHT

The evolution of management thought can be studied under the following headings:

1. Pre- scientific management period.
2. Early management approaches represented by scientific management, process management theory and human relations movement.
3. Modern management approaches represented by behavioral science movement, quantitative approach, systems approach etc



Pre-Scientific Management Period:

The real development of management thought began with the scientific management approach stated by Taylor. Early management thoughts have come from the Roman Catholic Church, military organizations, the Cameraliasts, a group of German and Austrian public administrators and intellectuals from the sixteenth centuries. Their concepts of management were mostly related to the principles of specialization, selection of subordinates and their training and simplification of administrative procedures.

In the later period, contributions were made by Charles Babbage, James Watt and Robinson Boulton, Robert Owen, Towne and Simon.

Charles Babbage was professor of Mathematics at the Cambridge University and he suggested the use of accurate data obtained through rigid investigation in the management of an undertaking. James Watt Junior (1796-1848) and Robinson Boulton (1770-1842) used the management techniques such as market research and forecasting, production planning, planned machine layout, standardization of components and parts, elaborate statistical records, maintenance of control report, cost accounting data, provision of welfare of personnel etc.

The contributions of management thinkers stated above were limited mostly to the field of developing the concept to make resources more effective at the shop floor levels. However, the various ideas started by them have created awareness about managerial problems. A stage was set by the end of the nineteenth century for makinge a systematic study of management and a beginning was made by Frederich Taylor at the beginning of the present century whose thoughts came to be known as Scientific Management.

Early Management Approaches

Scientific management:

F.W Taylor, Gilberth, Lillian Gilberth, Gantt and others have made tremendous contributions to the concept of scientific management. Of all these persons, Taylor's contribution is the most significant and because of this, he is considered as the father of scientific management.



Rule of thumb- It is a rule or principle that provides guidance to appropriate behavior.

Taylor, the founder of scientific management movement, states that the object of management should be to secure the maximum prosperity for each employer, coupled with the maximum prosperity of each employee. According to Taylor, scientific management, in its essence, consists of a certain philosophy which results in the combination of four great principles of management, viz., the development of true science, the scientific selection of workers, their scientific selection and development, intimate and friendly co-operation between the management and their workmen. When management of a business unit is based on a systematic study and analysis of various aspects of work involved with a view to find out the best way of doing things, we call it scientific management of business. Broadly speaking, scientific management is the art of knowing exactly what is to be done and the best way of doing it.

Taylor observed that inefficiency prevails in the organization because of three causes, viz., (a) workers feel that any increase in output would lead to unemployment, (b) defective systems of management and because of these, each worker restricts his output in order to safeguard his interests, and (c) inefficient *rule of thumb* efforts and wasting methods of work.

The elements of scientific management are: (a) determination of the task, (b) planning of industrial operations, (c) proper selection and training of workers, (d) improvement in methods of work, (e) modification of organization, and (f) mental revolution.

Determination of task or workload to each employee is on the basis of method study, routing, motion study, time study, fatigue study and differential piece-wage system. After setting the task to workers, the next step is to plan production, which requires the planning of industrial operations. This involves further considerations, viz., what work shall be done, how the work shall be done, where the work shall be done and when the work shall be done. Proper selection and training of workers and also their correct placement have to be done by the management. Further, in order to make the workers complete the task as per the conditions set by the management, there is need for improvement in the methods of work. This involves standardization of tools and equipment, speed, conditions of work and materials. Taylor also suggested modification in the organization.

For the success of scientific management, there should be a thorough change in the mental outlook of both the employees and the employer and their mutual hostility and suspicion should give place to co-operation and goodwill.

Process Management (Henry Fayol 1841-1925)

Around 1910, H.Fayol, a French engineer, initiated the administrative theory of management (process management) in Europe. Sheldon, Mooney and Railey, L.F .Urwick and L.Gulick also contributed a lot to the administrative theory of management. This theory is called process (functional) management and advocates of this theory belong to the process school of management.

In 1916, Fayol published his book "General and Industrial management" in French, of which later an English edition was brought out. Fayol identified management as a separate set of skills or functions performed by a supervisor in an organization. He clearly distinguished the difference between technical and managerial skills and emphasized that supervisor should be efficient in both. He stated that technical ability is more dominant at the lower level of management, whereas managerial ability is more important at the higher level of management.

Fayol, in his famous book, stated fourteen management principles that can capture the entire flavour of the process management theory.

The fourteen principles of management are: subordination of individual interests to organisational interests, authority and responsibility, discipline, division of work, remuneration of personnel, centralization, scalar chain, equity, initiative, stability of tenure of personnel, unity of command, unity of direction and espirit de corps.

Fayol also stated that all operations in business organizations can be classified under six heads, viz., (a) technical production and manufacturing, (b) commercial (purchases and sales), (c) financial (financing and controlling of capital for its optimum use), (d) security (protection of property and persons), (e) accounting (stock-taking, balance sheet, costing and statistics), and (f) managerial (planning, organizing, communicating, co-coordinating and controlling).



CHECK YOUR PROGRESS

Q.1 Fill in the blanks with appropriate words:

i) Planning, organizing, staffing, directing and controlling are functions of .....

ii) ..... is concerned with policy making while..... is concerned with implementation of policy.

iii) The process of dividing authority and responsibility among executive is called the creation of .....

iv) ..... was the founder of scientific management movement.

Human Relations Movement

Elton Mayo, who is considered to be the founder of human relations movement, and his associates, conducted the Hawthorne Studies in the Hawthorne plant of Western Electric Company, USA during1927-1932. They stated that the employees' morale had a great influence on productivity and the manager should treat them as social beings instead of economic beings. For solving any management problem, the manager should understand group attitudes and psychology, as employees are members of a group.

His approach and theory emphasized the importance of human and social factors and also individual as well as group relationships, while the classical theory of Taylor and Fayol gave importance to job content and management of physical resources.

This theory is criticized on the ground that there is no direct connection between morale and productivity. In spite of these criticisms, the contribution of human relations remain and are being applied even today by managers.

Modern Management Approaches

BEHAVIOURAL SCIENCE MOVEMENT: the behavioral science approach through its research studies of individual behavior and motivation indicated that the relation between morale and productivity was oversimplified and there was no direct or deep connection between morale and productivity.

The behavioral science movement which started after 1940 emphasized the importance of individuals and their interpersonal relationship, psychology of the individuals as related to personal needs and motivation and motivational potential in people. The important contributors to the behavioral science movement are A.Maslow, F.Hertzberg, V.Vroom and D.McGregor. While Maslow developed a need hierarchy to explain human behavior within an organization, Hertzberg and Vroom developed motivational models, which explained the causes of human behaviour and motivation in business. Behavioral science movement has drawn heavily on the work of Maslow to explain human behavior and the dynamics of motivation process. McGregor developed his two theories, viz., Theory X and Y and also explained certain basic assumptions about the human element. The classical theory reflected almost all the aspects of Theory X while the behavioral approach theory of management reflected almost all the aspects of Theory Y.

It may be noted here that the theories started by Taylor and Fayol are called by some writers as *Classical theories* while the theories sated by the human relations movement and the behavioral science movement are called *neo-Classical theories.*

5.5 ADMINISTRATION VS MANAGEMENT

Different writers use the terms 'administration' and 'management' in different senses. Some of them are given below.

According to some writers (like Drucker, Fayol and Newman), there is no distinction between the terms' administration' and 'management' and both of them are synonymous and used interchangeably. According to these writers, running of a business or social institution, or a government office requires specialized skills and this specialized skill is called 'management' in business and 'administration in government and other social institutions. Henry Fayol who is regarded as the real originator of management has pointed out that there is only one administration or management science, which can be, applied equally well to the public and private affairs. He has stated: ''all undertakings require planning, organizing, command, co ordination and control and in order to function properly, all must observe the same general principles". (Thus, according to him, both the terms are synonymous and any distinction between the two is misleading.)

According to another school of thought, administration and management are different functions. According to this school, administration is a top level function, which centers round the determination of major policies and objectives of a business enterprise (i.e.. thinking function, while management is a lower level function involving the execution of policies and directing the operations to attain the objectives laid down by the administration (i.e. doing function)

Thus, according to this school of thought, administration and management are not synonymous and they have different functions to perform. If we

accept this view, the differences between 'administration' and 'management' are as follows:

1. Administration is concerned with policy making while management is concerned with implementation of policy.
2. Administration is a thinking function and management is a doing function.
3. Administration relates to the apex and top-level management whereas management relates to middle and lower level management.
4. Administration needs administrative rather than technical ability but management requires technical ability more than administrative ability.

5.6 LEVELS OF MANAGEMENT



Demarcation: The boundary of a specific area

The term **level of management** refers to a line of demarcation between various managerial positions. In a large organization, three levels of management are usually identified:

1. Top Level Management

Top management constitutes the highest level in the management hierarchy. This level consists of a small group of executives. Board of Directors, Chairman, Managing Director and the top functional heads and divisional managers comprise this level. They decide the enterprise objectives, policies and strategies to be pursued to achieve those objectives. They provide direction to the organization by guiding the organization's interactions with its environment.

2. Middle Level Management

Middle level managers receive broad, overall strategies and policies from top managers and translate them into specific goals and plans for front-line managers to implement. Managers who work at levels between the lower and the top levels constitute the middle management. Departmental heads, Regional managers, Zonal managers, and so on fall in this category. They report to top managers. Their principal responsibilities are to direct the activities of lower level managers who implement the organization's policies.

3. Frontline or Lower Level Management

Managers who are directly responsible for the production of goods and services are frontline/lower level managers. Managers at this level direct the operating employees (workers). They are close to the action, for their job involves supervising the activities of the operatives. Frontline managers are called foreman, supervisor, superintendent, inspector and so on.



5.7 FUNCTIONS OF MANAGEMENT

As mentioned earlier, Henry Fayol in the early part of 20th century classified the functions of management as planning, organization, command, coordination and control. Luther Gulick classified functions of management by using the alphabets POSDCORD that refers to:

Planning
Organizing
Staffing
Directing
Coordination
Reporting
Budgeting

It is clear that Gullick's classification is similar to that of Fayol. Only difference is that he divided the function of controlling into reporting and budgeting.

5.7.1 Planning

Planning is concerned with the determination of objectives to be achieved and the course of action to be followed to achieve them. Before starting any action, one has to decide how and where it has to be performed. Thus planning implies decision-making as to what is to be done, how it is to be done, when it is to be done and by whom it is to be done. It involves selection of objectives, strategies, policies, programme and procedures for achieving them.

Planning function is performed by managers at every level because planning may be either for the entire enterprise or for any section or department thereof.

Approaches to Planning

Managers follow various approaches to planning based on the extent of participation, authority delegation and competency level of managers working at various levels, namely:

Top-down approach: In most family-owned enterprise, authority and responsibility for planning is centralized at the top. The top management defines the mission, lays down strategies, and specifies action plans to achieve the stated goals. The blueprint is then passed on to the people working at lower levels, who have very little to contribute to the process of planning. The success of this approach is wholly dependent on the qualifications, experience and capabilities of people working at the top level.

Bottom-up approach: Thinking and doing aspects in the planning process are two sides of the same coin. So, if lower level managers were drawn into the preparation and implementation of plans, their loyalty and commitment would go up automatically. Participation enables them to give their best to the plan document.



ACTIVITY 5.1

1. Judge the relative advantages and disadvantages of top- down and bottom- up approaches to planning.

5.7.2 Organizing

According to Fayol, "to organize a business is to provide it with everything useful to its functioning- raw materials, tools, capital and personnel". Thus, organizing involves bringing together the manpower and material resources for the achievement of objectives laid down by the enterprise. Organizing involves the following processes:

a. Determining and defining the activities involved in achieving the objectives laid down by the management;
b. Grouping the activities in a logical pattern;
c. Assigning the activities to specific positions and people; and
d. Delegating authority to their positions and people so as to enable them to perform the activities assigned to them.

Organizing function helps in increasing the efficiency of the enterprise. Further, by avoiding repetition and duplication of activities, it reduces the operation cost of the enterprise.

But organizing function can be useful to the enterprise only when there are clear and verifiable objectives, clear understanding of the activities needed to achieve the objectives and clear definition of the authority assigned to the manager at every level.

5.7.3 Staffing

Every enterprise is very much concerned with the quality of its people, especially its managers. According to Harold Koontz and Cyril O'Donell,

"the managerial function of staffing involves manning the organizational structure through proper and effective selection, appraisal and development of personnel to fill the roles designed into structure", thus, the staffing function involves:

a. Proper selection of candidates for proper positions;
b. Proper remuneration;
c. Proper training and development so as to enable them to discharge their organizational functions effectively; and
d. Proper evaluation of personnel.

Staffing function is performed by every manager of the enterprise, as he is actively associated with the recruitment, selection, training and appraisal of his Subordinates. For example, the Board of Directors of the enterprise undertakes the staffing function by selecting and apprising the Chief Executive who, in turn, performs these functions in relation to his subordinates like divisional heads of the enterprise. Similarly, departmental heads or their sub-ordinates also perform the staffing function.

5.7.4 Controlling

Controlling is related to all other management functions. It is concerned with seeing whether the activities have been or being performed in conformity with the plans. According to Haimann, "control is the process of checking to determine whether or not, proper progress is being made towards the objectives and goals and acting if necessary to correct any deviation". Koontz and O'Donell have defined controlling" as the measurement and correction of the performance of activities of subordinates in order to make sure that enterprise objectives and plans devised to attain them are being accomplished". Thus, controlling involves the following sub-functions:

a. Determination of standards for measuring work performance,
b. Measurement of actual performance,
c. Comparing actual performance with standards,
d. Finding variances between the two and reasons for variances,
e. Taking corrective actions to ensure attainment of objectives

For control to be effective and fruitful it must be based on a plan; there must be measurement of actual performance to ascertain deviations and to take action to remedy the deviations.

Accordingly, control can be of *three types*:

1. **Feed-forward Control:** Feed-forward control, as the name suggest, is taken before an activity commences so that the anticipated problems are prevented. Thus, it is future directed. For example, a company may hire additional manpower as soon as the company is sanctioned some new project.
2. **Concurrent Control:** Concurrent control takes place when an activity is in progress. Direct supervision of activity is the commonly used form of concurrent control enacted while work is going on.
3. **Feedback Control**: Control implemented after the work is over is called feedback control. The major drawback of this type of control is that by the time the information is available, the damage is already caused.

5.7.5 Coordination

Some authorities consider coordination to be a separate function of the manager. It seems more accurate, however, to regard it as the essence of managership, for achieving harmony among individual efforts toward the accomplishment of group goals. Each of the managerial functions is an exercise contributing to coordination. It is the central task of the manager to reconcile differences in approach, timing, effort, or interest and to harmonize individual goals to contribute to organization goals

A modern enterprise consists of a number of departments such as production, purchase, sales, finance, personnel, etc., and there is need for the management to see that all the departments function in such a way that they move harmoniously towards the realization of the stated objectives of the enterprise. This function of management i.e. the harmonious blending of the activities of the different specialists and also of the different departments for the achievement of desired ends, is called desired co- ordination.

Planning and execution in spite of the best efforts by the management cannot be effective if there is no co-ordination of activities of different specialists and also of different departments of the concern.



CHECK YOUR PROGRESS

Q.2: Write true or false for the following sentences

(i) In top- down approach, authority and responsibility for planning is centralized at the top.

(ii) Long range planning is uncommon in stable industries.

(iii) Staffing involves grouping the activities in a logical pattern.

(iv) Feed forward control is taken to prevent the problem.

(v) Co-ordination is the orderly arrangement of group efforts.

5.8 MANAGEMENT STYLES IN INDIAN CONTEXT

It is very difficult to generalize the Indian styles of management. Based on the type of organisation and qualities of worker, situations etc. the management styles vary. Indian organisations can be classified into three types based on their management styles. Such classifications may be

- Family managed traditional organisations: Generally these organisations adopt autocratic style of leadership. These organisations are highly centralized in their organizational structure and authoritarian in their approach.
- Professionally managed Indian organisations: These organisations prefer participative or democratic styles of leadership.
- Public sector organisations: Here bureaucratic styles are applicable.

Indian management style is also influenced by the society and its culture. In India, we have different types of managers with different qualities and different educational background. We find the just literate managers along with fully qualified professional managers. The former type of managers prefer authoritarian style but the latter prefers participative style.

5.9 LET US SUM UP

In this unit we have learnt about the meaning and importance of management and its various implementations in different fields. Concept of management has become universal and no organization can survive without it. Management consists of getting things done through others by directing their efforts in an integrated and coordinated manner for achievement of business objectives. It is a process consisting of functions such as planning, organizing, actuating and controlling the business operations in such a manner so as to attain predetermined goals.

The evolution of management thought can be classified into three stages, viz, (i) pre-scientific management period, (ii) early management approaches represented by scientific management, process management and human relation management and (iii) modern management approaches represented by behavioural science movement, quantitative approach, social system approaches etc. Each of these approaches has made so a distinctive contribution to management theory.

Planning is concerned with the determination of objectives to be achieved and the action to be taken to achieve them. Organizing involves bringing together the manpower and material resources for the achievement of objectives. Staffing involves manning the organizational structure through proper selection, appraisal and development of personnel to fit the roles designed into the structure. Directing is concerned with actuating the members of the organization to work efficiently for attaining the organizational goals. Controlling is concerned with seeing whether the activities have been or being performed in conformity with the plans.



5.10 FURTHER READING

- Management: Text and Cases, by VSP Rao & V Hari Krishna,Excel Books,New Delhi
- Essential of Management, by Harold Koontz & Heinz Weihrich, Tata McGraw Hills, New Delhi
- Practice of Management, by Peter F Drucker, Allied Publications, New Delhi

- Organizational Behavior, by Stephen P Robbins, Timothy A Judge & Seema Sanghi, Prentice Hall, Delhi



5.11 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No 1 : (i) Management, (ii) Administration, management, (iii) levels of management,(iv) F.W. Taylor

Ans. to Q. No 2 : (i) true, (ii)false ,(iii) false, (iv) true, (v)true.



5.12 MODEL QUESTIONS

Q.1. What is management? Distinguish between management and administration.

Q.2. Discuss the scope of management.

Q.3. What is scientific management? Explain its basic elements.

Q.4. What is the top- down approach to planning?

Q.5. What is coordination?

Q.6. What does controlling mean?

Q.7. Write short notes on (i) Human Relation Management (ii) Modern Management

UNIT –6 : MEDIA MANAGEMENT

UNIT STRUCTURE

6.1 Learning Objectives
6.2 Introduction
6.3 Media as an industry and profession
6.4 Importance of media management
6.5 Ownership patterns of mass media in India
6.6 Let Us Sum Up
6.7 Further Reading
6.8 Answers to Check Your Progress
6.9 Model Questions

6.1 LEARNING OBJECTIVES

After going through this unit you will be able to -

- define media management
- explain the importance of media management
- discuss the ownership patterns of mass media in India

6.2 INTRODUCTION

In the first unit of this part, we have tried to familiarize you with the meaning, importance and different managerial functions in an organization. In this unit, we are going to discuss the emergence of media as an industry, growing importance of media management and the different ownership patterns of mass media in India.

6.3 MEDIA AS AN INDUSTRY AND PROFESSION

Media is commonly known as the fourth estate, when entwined with the entertainment component it represents, an effective facet of consumers in India. Technology has played a key role in influencing the entertainment industry, by redefining its products, cost structure, and distribution.



KPMG (Klynveld Peat Marwick Geordeler) : In India, it is one of the leading providers of risk, financial and business advisory, internal audit, corporate governance and tax and regulatory services.



Morse code : Code used by telegraphers for sending messages, using combinations of long and short sounds or flashes of light to represent letters of the alphabet and numbers.

Over the years the media scene has grown by leaps and bounds. This can be largely attributed to the growth of the entertainment industry and the vast amount of money that is being pumped into the media industry by the large conglomerates.

The media industry describes the once very distinct, but today interacting, mass media businesses of newspaper, magazine, books, radio, internet and TV industries. It is basically competing within three different markets: the content, the consumer and the advertising market. On the content market, it purchases content of different kinds (for eg, music, manuscripts, screenplays) and converts it into products (for eg : compact disks, books, movies). This product is then sold on the consumer market. Through its circulation and reach it is an important actor in the advertising market, where it sells its capacities to place advertising for other companies. The growth of the media industry walks hand in hand with new forms of communicative based technology.

As far as the Indian media scenario is concerned, the media and entertainment sector is poised to enter a golden era. According to a joint report by **KPMG** and an industry chamber released in May, 2010, the Indian Media and Entertainment (M&E) industry stood at US$ 12.9 billion in 2009 registering a 1.4 per cent growth over last year.

Broadcast, Cable and Satellite Television, Internet, Motion picture, Recording and Print industry fall under the gamut of media industry.

Radio Industry :

The radio industry is the oldest of the electronic media industries. Its roots extend back to the mid-1800s, when numerous inventors attempted to transmit the early dots and dashes of **Morse code** through the air. Radio is considered an important form of mass media. It ideally suits the Indian environment because of its wide coverage and cost effectiveness.

The introduction of satellite radio and internet radio has brought about a drastic change. **VedantiNET,** the broadband and application service provider of Guwahati promoted by SM Computer Consultants Pvt Ltd. has launched the service of first Internet Radio of Assam, 'Radio Assam' in the city. According to the joint report by KPMG and an industry chamber, the sector currently generates annual revenues worth US$ 49.5 million and is growing at around 20 percent annually. Radio earns its revenue from sponsorship and advertising. Advertisers sponsor specific programmes, and such shows might then carry the name of those advertisers. These sponsors might be required to pay in advance for a specific number of shows. The amount received will normally be treated as an advance and taken into the income account in proportion to the number of shows aired.



Resilient: Strong

Throughout its history, the radio industry has been forced to change and adapt as various social, technological and regulatory trends have affected its economic viability. Five different trends illustrate the **resilient** qualities of the radio industry. They are:

(a) Advertising

The sale of time for advertising purposes – or toll broadcasting, as it was originally called began in 1922 on WEAF, New York, a station owned by AT&T (Barnouw 1966). The ability of radio to attract local advertisers who desired access to audiences gave the nascent radio industry the economic base needed for growth. Before the advent of advertising, radio stations earned big amount through the sale of radio receivers. But with the advent of advertising, the scenario changed. Commercial radio stations derive half of their revenue by selling 'airtime' to advertisers. Radio advertisements or 'spots' are available when a business or service provides valuable consideration, usually cash in exchange for the station airing their spot or mentioning them on air. Currently ad spots sell anything between **Rs 400 – Rs 2000 per 10 seconds.** Although new media technologies have given a tough competition to the radio industry, yet it still continues to reach ninety-eight percent of those aged 18-34 on an average day. New technologies have positively impacted the industry, with radio expressing a higher reach among those who use devices such as iPods.

All India Radio (AIR) began by selling time through sponsorship and spots, when it was set up as a private company in 1927. In 1934, the government disallowed advertising on AIR and re-introduced it only after Chanda Committee recommended it in 1967. In that year Vividh Bharati, the film music channel of AIR began accepting commercials. It made Rs. 1.9 million from ad revenue in 1967-68, and the amount kept rising. The growth of the popularity of FM after 1993 sent cash registers ringing. However with the penetration of more channels in the market, radio advertising is bound to undergo a change. The channels have to specialize in new contents and get focused advertising.

(b) Development of networks

The growth of networks created a national market for radio, enabling advertisers to reach large audiences across the nation. The practice of networking stabilized the industry and created a national audience. The use of satellite for radio broadcasts, and uplinking and downlinking facilities available at various stations have added new dimensions to radio broadcasting in the country.

(c) FM broadcasting

Frequency Modulation (FM) stations typically rank as the most profitable stations in most radio markets. Radio earns a major chunk of their revenue through FM channels. As per the report of FM Radio Broadcasting Industry-India, published in December, 2009, radio stations generated revenue of INR 8 Billion in 2008 and are expected to reach INR 18 Billion by 2012. Increase in radio listener base, favourable demographics, political advertising, increase in advertisements by small local brands and introduction of new performance measurement tool is driving growth in this sector. Big FM, Red FM, Radio Mirchi and Gup Chup and are some of the popular FM channels in our country. These channels broadcast advertisements of a variety of products. Brands in fast changing areas like retail or financial services often use radio for its ability to put over several different messages as an overlay to a core TV campaign. However, the respective channels must know how to keep its listeners in its grip. Using advertising to reach a youth market is quite a challenge. Young people's

attention is highly selective and they are quick to reject anything that they see irrelevant or uninteresting.

(d) Advent of television

Radio faced stiff competition from television. Television's emergence from the post World War II years of the late 1940s to its rapid growth in the 1950s brought considerable hardships to the radio industry. Popular programmes and performers, along with the advertisers who sponsored them, made the transition from radio to the new visual television medium. With the growing popularity of television, the head honchos of radio industry put on their thinking caps and tried to lure the mass audience by adopting different formats. For instance, news, radio plays, family welfare programmes, radio programmes for the rural audience etc were broadcast to appeal to different audiences and the local advertisers were targeting those markets.

(e) Changes in ownership rules

There have been changes in the radio ownership patterns. Radio used to be a local commodity, created by the local community to serve local needs. That has changed as radio stations across the nation got bought up by large corporations and became mere pieces of massive media conglomerations. Diverse music choices and local coverage of news is at stake because of the increased consolidation of radio ownership.

Television Industry :

The television industry consists of several different markets. At the local level, television stations (network affiliates, independents and public stations) compete with one another in the market for audiences, as well as with other close substitutes to the broadcast channels – most notably the cable channels. At the national level, broadcast networks like CNN IBN, Star, Zee, Sony, Times Now, Aaj Tak etc. also compete for audiences and advertisers. According to the figures released by an industry chamber in March 2010, the Broadcast and Television (TV) sector comprised over 43 percent of the overall Media & Entertainment sector wherein the total size of the television sector accounted for US$ 5.7 billion. The broadcast sector is on a strong path and the outlook for advertisement expenditure is on a rise for the television sector.

A report by research firm Media Partners Asia (MPA) stated that India is poised to become the world's largest direct-to-home (DTH) satellite pay TV market with 36.1 million subscribers by 2012, overtaking the US. Revenues from advertisers come from several markets. The television industry has been witnessing a robust demand mainly because of revival in economy, increase in individual disposable income and liberal incentive schemes by banks and financial institutions. The demand for cable television (CTV) grew at 1985-89 but witnessed a slump from 1990-94. With the entry of MNCs and thereby aggressive marketing , the period between 1995-96 to 1999-00 saw a surge in growth rate to 29%. The entry of private channels has given choice to the consumer. Proliferation of niche as well as mass entertainment channels has led to the purchase of television sets per household. The television industry in India has gained momentum due to liberalization and enhanced enthusiasm showed by the broadcasters to seize a huge share of the media and entertainment industry. In 2009, television industry stood at US$ 5.65 billion registering a growth of 6.8 percent. ***The industry is projected to grow at a CAGR of 15.5 percent and reach around US$ 11.45 billion dollars by 2014.***

The television industry is witnessing a spate of new channels being launched every year. TV is also penetrating into the rural areas and is a promising segment. India boasts of being the third largest television market in the world today. The majority of the revenue generated in the television industry is through advertisements, followed by subscriptions. At over 108 million TV homes, more than half of them cable-enabled, we are one of the largest cable-connected countries in the world, after China (110 million) and the US (about 70 million). That makes India an attractive market, in terms of both value and volume. In the last two years, several broadcasting companies in India have been listed on the stock exchange, raised money through private equity and delivered on investor expectations. It is a creditable performance by the media companies in India. Media organizations like NDTV and TV Today Network have done the broadcasting industry proud in the way their value and their market capitalization – that, is the total worth that private equity investors or the stock market attach to the company.

The Internet Industry :

The internet is a vast network of computers connecting many of the world's businesses, institutions and individuals. The word Internet means interconnected network of networks. The internet exploded in consumer awareness and interest with the introduction of the World Wide Web (WWW) in 1994. Prior to that, the Internet contained only text-based information. The web, however, utilized a computer programming language called hyper text markup language (HTML), which was capable of conveying audio and visual material as well as text and graphics. By 1994, the Web began to take off in numerous directions. The first commercial sites began to appear on the Web, leading to a new term for buying and selling via the Internet – electronic commerce or e-commerce (Albarran 2000 ; Schwartz 1997). The introduction of the Web triggered worldwide interest in the technology, leading to a massive global adoption of personal computers and Internet access. By 1998-1999, consumer adoption continued to move at a dizzying rate, and businesses followed as websites offered new ways to search for information (Yahoo !, Alta Vista , Google) buy books and recordings (Amazon), purchase tickets for travel (Yatra) and buy or sell personal merchandise (eBay). Everyone seemed to agree that the Internet offered man competitive advantages compared to other forms of technology. The media industries quick to jump on the Web bandwagon, began to rethink their business strategy and tried to determine how to turn their Web units into revenue streams.

The net sits at the crossroads of almost every buzzword being bandied about today. Broadband, mobile content, convergence are terms that find their meaning in a world that the net has created. Mobile companies use the net to generate revenues and cross-leverage content. This is done either through cross-promotions, downloads of ringtones or video clips among scores of other things. There is this hybrid world emerging where the internet, mobile TV, and even newspapers are crossing into one another's territories and creating new and, as yet, unnamed business. These are very often referred to as New Media. The internet business in India is quite profitable. Some very large turnover websites like Indiabulls.com have already gone public. Indiatimes.com promoted by the Bennett, Coleman &

Company (BCCL), Nazara.com, Indiabulls.com and naukri.com among others have been widely valued.

We can identify three trends that are quite evident in the internet business industry as given below-



Morphed: Changed

(a) **Emergence of business-to-business (B2B) Internet companies:** In areas like technology, lifestyle, writing , promotions advertising or even media , there are focused portals that talk to a specific audience. Hangama.com for instance, only does promotions, online and offline across media, be it the net or mobile. It then uses this ability to connect with marketers trying to find solutions to the clutter in mass-media. Agencyfaqs.com talks only to advertising, media and marketing professionals and then uses this audience to get advertising from people wanting to talk to this community. A bulk of the advertisers on agencyfaqs.com are media companies wanting to reach out to advertisers and advertising agencies. The others are direct marketing firms, design consultants or others who offer services to this community. It has a magazine (The Brand Reporter), an image monitoring service (Cirrus) and is looking at getting into other magazines and services.

(b) **Emergence of media companies :** The Second trend is the way large portals like Rediff.com or indiatimes.com or any of the others have **morphed** to become businesses that do things far beyond the net. They have become media companies. Rediff.com has a radio service in the US, weekly newspapers and is into e-commerce and so on. Indiatimes.com too is less Internet and more media.

(c) **Variety in net businesses** : The third important trend that is visible is the sheer variety and amount of experimentation that we see in net businesses. Whether it is an existing company trying to de-disk and is therefore experimenting like Hungama.com or new genres emerging that are totally India-centric and profitable, like Shaadi.com or Bharatmatrimony.com, there is variety in the way the net operates. These are matrimonial sites, a totally Indian product idea. Employment which is a global revenue source for newspapers, has also shifted to the net for low to middle level jobs with sites like naukri.com.

With every passing year, the number of internet users is also increasing. The growth of Internet users in India from the year 1998- 2007 has been illustrated in the table below:

Financial Year	Internet Users	Populace	Ratio in %
1998	1,400,000	1,094,870,677	0.1
1999	2,800,000	1,094,870,700	0.3
2000	5,500,000	1,094,870,800	0.5
2001	7,000,000	1,094,870,900	0.7
2002	16,500,000	1,094,870,950	0.6
2003	22,500,000	1,094,870,975	2.1
2004	39,200,000	1,094,870,980	3.6
2005	50,600,000	1,112,225,812	4.5
2006	40,000,000	1,112,225,900	3.6
2007	42,000,000	1,129,667,528	3.7

The entire subscriber support for internet users in India in the year 2009 was 82 million. However, the market reach in India is one of the lowest as compared to its western counterparts like South Korea, United States, Japan, etc; estimating to 7.5% of the total populace. The amount of broadband connectivity in India has undergone an incessant expansion since 2006. Entire broadband connections in India attained the customer base of 8.03 million, by the end of January 2010.

Post fiscal liberalization in the year 1992, several private ISPs have made a **foray** into the India Internet market along with their own domestic loop and access infrastructure. Some of the major players in the Indian Internet industry are ***BSNL, Tatateleservices, Hathway, Reliance Communications, Airtel, Railtel, Sify, MTNL, You Telecom, STPI, Netcom , GAILTEL and Spice.*** The total Internet business is big — worth over Rs 2,200 /- crore. About Rs 500 crore comes from advertising, e-commerce (not including billings) and other revenues. Add in the access charges at a minimum of Rs 200 per month, and multiply it with the 7 million-odd subscriber base. What we get is over Rs 1,700 crore being spent just to get on to the Internet. The revenues for the four big classified sites are Rs 200 crore. But nobody has an inkling about the numbers for several other categories such as mobile content or broking.



Foray: entry

Global investors and Internet giants have India on their radar because they know that 65 per cent of Indians will be 15-35 years of age a decade from

now. The youngest population translates into the largest Web space (research shows that younger people are more likely to be online). That India has the lowest broadband prices worldwide ($4-$5 monthly) and is seeing one of the world's fastest growing mobile revolutions tells them that India as the next IT destination. They have seen that happening to China. Over the next 3-5 years, they expect to see it in India. It is not about just the Internet or India, though. It is about every consumer-facing business in Asia. China, with 100 million Internet users, has been the biggest success story outside the US. The venture capital interest we see in India right now shadows what the Chinese Internet already saw 3-5 years back.

One of the biggest challenges faced by Indian Internet industry was the lack of vernacular content that saturated the user access to only English speaking Indians. For the industry to add another 50 million users, turning vernacular was the best alternative. At present matrimonial dotcoms like ***Jeevansaathi,*** popular search engine like ***Google and Yahoo!,*** etc. have launched a vernacular version of the websites. Indian internet business has merged competently with the conventional financial system and has become a part of our everyday life. The internet industry is bound to change our lives in the coming years the way Industrial Revolution did.

Telecommunications Industry :

It deals with the activities and services of the electronic systems for transmitting messages through cables, radio, telephone or television. Telecommunications industry allows us to speak, share thoughts and do business with nearly everyone regardless of where in the world they might be.

Not long ago, the telecommunications industry comprised a club of big national and regional operators. Over the past decade, the industry has been swept up in rapid deregulation and innovation. In many countries around the world, government monopolies are now privatized and they face a plethora of new competitors. Traditional markets have been turned upside down, as the growth in mobile services out paces the fixed line and the internet starts to replace voice as the staple business. Plain old telephone calls continue to be the industry's biggest revenue generator, but thanks to

advances in network technology, this is changing. Telecom is less about voice and increasingly about text and images. High-speed internet access, which delivers computer-based data applications such as broadband information services and interactive entertainment, is rapidly making its way into homes and businesses around the world. The main broadband telecom technology - Digital Subscriber Line (DSL) - ushers in the new era. The fastest growth comes from services delivered over mobile networks. Mobile value added services (VAS) include text or sms, menu-based services, downloading of music or ring tones, mobile TV, videos and sophisticated m-commerce applications. As per an industry report, VAS that accounts for 10-12 per cent of the telecom operator's revenue is expected to reach 20 per cent growth by 2013.

Indian Telecommunications Industry is one of the fastest growing in the world. As per the estimates released by Telecom Regulatory Authority of India (TRAI), the wireless subscriber base (GSM, CDMA and fixed wireless phones) increased from ***617.53 million in May, 2010 to 635.51 million by the end of June registering a growth of 2.91 per cent.*** The overall teledensity reached 56.83 per cent. The growth in wireless category was led by Bharti Airtel (136.6 million subscribers) followed by Vodafone (2.71 million subscribers) and Idea Cellular (2.15 million subscribers). According to the Department of Industrial Policy and Promotion (DIPP), the telecommunications sector attracted foreign direct investment (FDI) worth US $ 2,554 million during 2009-2010.

The motion picture (or film) industry :

The film industry continues to serve as a major source of entertainment for audiences worldwide (Litman 1996). Movies are produced along a range of genres and capture the attention of audiences across many age groups and cultures. The film industry draws audiences and revenues through several different forms of exhibition - beginning with the box office and continuing through other windows such as home video, pay-per-view, premium cable, syndication sales and international distribution.

The Indian film industry is multi-lingual and the largest in the world in terms of ticket sales and number of films produced. The industry is supported mainly by a vast film-going Indian public, and Indian films have been gaining

increasing popularity in the rest of the world—notably in countries with large numbers of expatriate Indians. One third of the Indian film industry is mostly concentrated in Mumbai, and is commonly referred to as "Bollywood" as an amalgamation of Bombay and Hollywood. The remaining majority portion is spread across North, West and South India (in Punjabi, Bengali, Marathi, Tamil, Malayalam, Kannada and Telugu speaking areas).

Retail has led the change in the Indian film industry. Film retail, digital or non-digital, has attracted the maximum investment, and some of the best valuations in media through 2004-05. One of the biggest private equity deals in media in 2005 was when Reliance Lands bought a controlling 51 per cent stake in Adlabs Films owned by Manmohan Shetty. There is an investment of over Rs 35 billion going into new cinema screens or refurbishing the old ones. So, the infrastructure to bring people back to the theatres is being built rapidly. In smaller town and rural areas, audiences are coming back to the theatres because of digital cinemas. Digital cinemas, which open up the market in the heart of India's mass markets, make for the biggest change sweeping across the business. Home video, another part of the filmretail business, too shows promise. It brought in Rs 10 billion revenue in 2004 and is expected to grow at 25-30 per cent every year. In marketing and distribution film companies have been quicker than music and radio co panies to realise the potential of both digital distribution and digital promotion. Almost every major release has a website, a web partner and a mobile strategy that brings in revenues.



Diaspora : People moving from their original homeland and living in another country

Currently, the Indian film business is busy building the infrastructure in the domestic market, infrastructure to make films, to watch them, and to distribute them on a large scale. Even though Indian film industry is the biggest in the world, it has not been able to create benchmarks in the international arena. One of the ways to crack the International market is to make a crossover film that will find flavours with the Indian **diaspora** as well as the western audience staying abroad.

Music Industry :

The recording industry plays an important role in both the commerce and the culture of a society. As a leading source of entertainment, sound recordings bring pleasure to millions of listeners through a variety of different

prerecorded formats such as comapct discs and cassettes. Although other media industries are characterized by a number of different markets in which they offer products and services, the recording industry derives the majority of its revenues from a single market – consumers. Most consumer purchases are made at variouis retail establishments such as chain music stores, general merchandise stores or independent record shops. Customers can purchase a number of products including CD albums and DVDs.

The Indian recorded music industry has its beginnings in 1907 when the Gramaphone Company of India (Gramco , or better known as HMV) opened an office in Calcutta (now known as Kolkata), though gramaphones were being imported since 1898. During the first decade of the arrival of the gramaphone in India, ten records were released which were confined to classical music. But eventually folk songs and patriotic songs also came to be recorded and sold in large numbers. In the seventies, the Indian music industry's combined turnover stood at Rs 30 million. During the next decade it rose dramatically to Rs. 200 million and in the mid-nineties to a whooping Rs 7500 million. Alomsot every major international player in the global music business has a presence in India. These include ***EMI-Virgin Records, Sony Music Entertainment, Warner Bros, Polygram, Gramo (fornerly HMV), etc.***

Piracy is one big issue in the music industry. Indian markets are bing flooded by pirated copies of the originsl music CDs and DVDs. Strict laws must be enacted and the guilty must be brough to book.

The print industry :

Newspaper, magazine and book fall under the print industry. The newspaper indsutry represents one of the oldest forms of mass media in India. Throughout its history, the newspaper indsutry has been an inportant source of social, political and cultural information to generations of readers. Daily newspapers which consist of morning and and evening newspapers and Sunday editions, represent the most visible form of newspaper activity. Weeklies, or suburban papers, make up a second, smaller market. Online newspapers have emerged as the newest market.

Newspapers derive a major chunk of its revenue from advertisements. Some of the biggest Indian publishers are Bennett, Coleman & Company, HT Media, The Hindu and Jagran Prakashan. Magazine and book industry are also flourishing. Some of the major magazines of the country are The Outlook, The Week, India Today etc. The more the circulation, the better will be the profit generated by this industry.

Media as a profession :

Media has thrown open its doors to a wide range of jobs and opportunities for the budding media aspirants. The media landscape has changed rapidly since 1980s when at-home entertainment took over from cinema and consumers were offered the chance to subscribe to cable and satellite television in addition to the more traditional BBC, CNN, STAR etc. The nineties were marked by intense competition in the media sector among the different media companies. This was further facilitated by the introduction of the more flexible lightweight technology. With the rise of internet, new industries and a whole new area of entertainment have emerged around conmputer games and virtual realities. Advances in computer technology have also created the growing area of interactive entertainment. Spending on film, television, computer games and associated products continues to rise, leading to a wide range of employment opportunities in media production,sales and marketing. Not surprisingly, many of these jobs appeal to young graduates, particularly those with a passion for the media.

While television and film are by far the most polular areas of work for aspiring graduates, radio is often overlooked. This is a pity as it has been identified as one of the fastest growing sectors in terms of employment. Apart from working as a presenter or a journalist, there are also many ancillary jobs in publicity , promotions, sales, finance and administration for the aspirants. Corporate sector has also a variety of jobs for the media professionals. Print media draws a wide audience in terms of jobs and opportunities.



CHECK YOUR PROGRESS

Q.1. What constitute a media industry?

……

……

……

Q. 2. How does radio earn its revenue through advertising?

……

……

……

Q.3. Identify the three different trends that are evident in internet business industry.

……

……

……

Q.4. Which service provider has launched the first Internet Radio in Guwahati? Name the radio.

……

……

……

6.4 IMPORTANCE OF MEDIA MANAGEMENT

In common parlance, media management refers to the management of the media.

In the new millennium, media management has become essential because today media affect all realms of human operations. Media has been included in the gamut of management because of the following reasons–

a. Marketing is the name of the game :

The media started affecting mass markets during the seventies of the last century. By the arrival of the eighties, they are occupied key positions in the marketing mechanisms of all types. Take the case of a businessman. He thinks about earning first and spending later when he is sure about what he

would earn. Media are a part of the marketing operations. The effective management of media by marketing operations is necessary because effectively managed media would lead to effective capturing of the markets of the present news era.

b. Competition within one media vehicle :

As the number of competitors began to rise in the Press, TV, radio, Internet and other forms of media, these competitors vied for more attention of the readers, viewers and listeners. The reason was that these competitors (players in one media vehicle) used to get handsome revenues due to advertisements released by many business firms and ad agencies. However, the number of competitors in one media vehicle increased. Hence, the business firm or ad agency started using only those media vehicles that were able to generate revenues for it. This prompted the media vehicle in question to put its house in order, otherwise its poor management practices should make it fade into oblivion.

c. Professionalism was needed :

Previously, the quality of messages of many a media was not good; this fact is valid even today. Rising income levels motivated people to try new high-quality products. Naturally, they also demanded better ads, TV programmes, promotion campaigns, newspaper articles, editorials and space marketing features from the media. Hence, the media had to gear up to meet the "quality challenge". This can be possible if it is managed by professional groups of men and women. Hence, professionalism is necessary for media.

d. The state needs the media to serve the society :

The media owned by the State has to be managed keeping a pious objective in view. These media have to be made responsible for and accountable to the masses that they are supposed to serve. Naturally, without professional media management, they can never succeed in communicating with the masses on society-specific issues.

Management is the most important function in every organization. It provides an invigorating force that brings life in an organization. It is a distinct process consisting of activities of planning, organizing, staffing, directing, controlling

and coordinating the activities. In every organization, managers have to design and maintain an environment in which individuals work in groups to achieve selected missions and objectives. There are at least three major media traditions in modern India: *that of a diverse, pluralistic and relatively independent press; of the manipulated-misused, state controlled radio and television; and that of many autonomous, small media outfits of various subaltern groups and their organizations.* The face of Indian media has been fast changing with the growth of the Internet, the phenomenal rise of satellite and cable networks, the continuing growth of regional press, despite various challenges and the blurring of lines between news and entertainment.

The task of management of a newspaper, magazine, TV channel, radio channel, or Internet web site is very complex. It involves management of human beings. The media also impinge upon vast sections of the society or nation in which they operate. Further, every society attaches great social responsibility to every type of media. Hence, the media are thriving on a milieu which has been shaped by social, political, economic and legal factors. That is why a media organization needs to be managed in a professional manner with has use of **avant-garde** techniques in media management. Further, the complex processes of sale of books, magazines, newspapers, space marketing (in newspapers), TV broadcast, radio broadcast etc., also demand the skills of a manager. Thereby, the media professional must be fully equipped with the technical and managerial know-how of running an organization.



Avant – garde : New or modern ideas especially in art and literature

Hence, we can conclude that media management is essential in the context of today's media operations. The professional media manager is a complex hybrid ; he draws energy from the tenets of media and journalism, and he uses the rudiments of management to succeed in the world of fierce media competition.



CHECK YOUR PROGRESS

Q.1. What is the importance of media management?

……

……

……

……

Q2. What are the three major media traditions in modern India?

……

……

……

……

6.5 OWNERSHIP PATTERNS OF MASS MEDIA IN INDIA

The Indian press has been a private commercial enterprise from the days of Hickey, the pioneer of Indian journalism. The trend towards individual ownership and later concentration of ownership was already discernible in pre-independent India. There was a time when all newspapers were local and most of them were individual enterprises. The earliest colonial newspaper was owned and operated by a printer as a supplement to his jobof printing, Today, individuals own the largest number of newspapers. Nearly, 70 per cent of the total newspaper circulation is in the hands of a few families or units and although their number may be limited, their circulation and influence is much more than what their numbers would suggest. This is exactly the grievance against the Indian press. Although it is published in several languages and is spread over the length and breadth of a vast country like India, the virtual control of the press is in a few hands. The newspapers are also brought out by co-operatives, religious and political groups or by journalists themselves. Some of the Government departments at the centre or in the states also bring out publications.

Colonial politics and its variations in post-colonial India have structured the nature of media ownership and control. Broadcasting was deemed to be a privilege of the government, a tool to better the sensibilities of India's teeming masses. In the aftermath of Independence, the press, given its close association with the nationalist struggle was allowed to retain its essentially private status as long as it was not seen to be consistently anti- government. However, armed with press and censorship laws and with its control over newsprint distribution, pricing and disbursement of public advertising, the government has a formidable hold over private sector media. After independence, broadcasting, particularly radio and television, came under state control, and was used as a tool of national policy. However, the scenario is fast changing with the emergence of satellite and cable TV.

Radio, which started as a Raj supported private enterprise, was passed on from one bureaucratic department to another, until it came under the Department of Information and Broadcasting in 1941. It was expanded and exploited as a means of propaganda during the Second World War. After independence, the government of India kept broadcasting firmly in the hands of the central government. This opened the way for more political access by the government to the air-waves and a more vigorous use of radio as an instrument of public policy.

Like All India Radio, Doordarshan was until November 1997 a 'unit' of the Ministry of Information and Broadcasting. The Indian Government always claimed that Doordarshan enjoyed 'functional autonomy' in its programming and administration, but no matter what it claims, the Ministry remained the real decision-making body. A fair amount of freedom was permitted in the selection and production of entertainment programmes. But news and current affairs programmes were closely monitored by the Ministry.

Concentration of ownership or monopolies in the sphere of newspaper and magazine publishing takes the form of industrial houses bringing out multiple publications such as morning and evening papers and dailies for the general readers, specialist dailies for businessmen and professionals as well as science journals, comics, business weeklies, women's magazines and children's periodicals. The Times of India is the largest publishing house



Rules the roost : To be the most powerful member of a group

bringing out regularly all types of publications. The ***Indian Express Group,*** its closest competitor, is owned by the ***Goenka Industrial house*** and publishes its daily from as many as nineteen major cities. ***The Anand Bazar Group*** and the ***Hindustan Times Group (owned by Birlas***) are the other contenders. In Kerala, the ***Malayalam Manorama Group*** *rules the roost.*

Ownership of newspapers is thus concentrated in the hands of a few groups which as a result wield much power. The concentration of ownership is a major threat to a free press, for it considerably narrows the range of opinions and the field of debate.

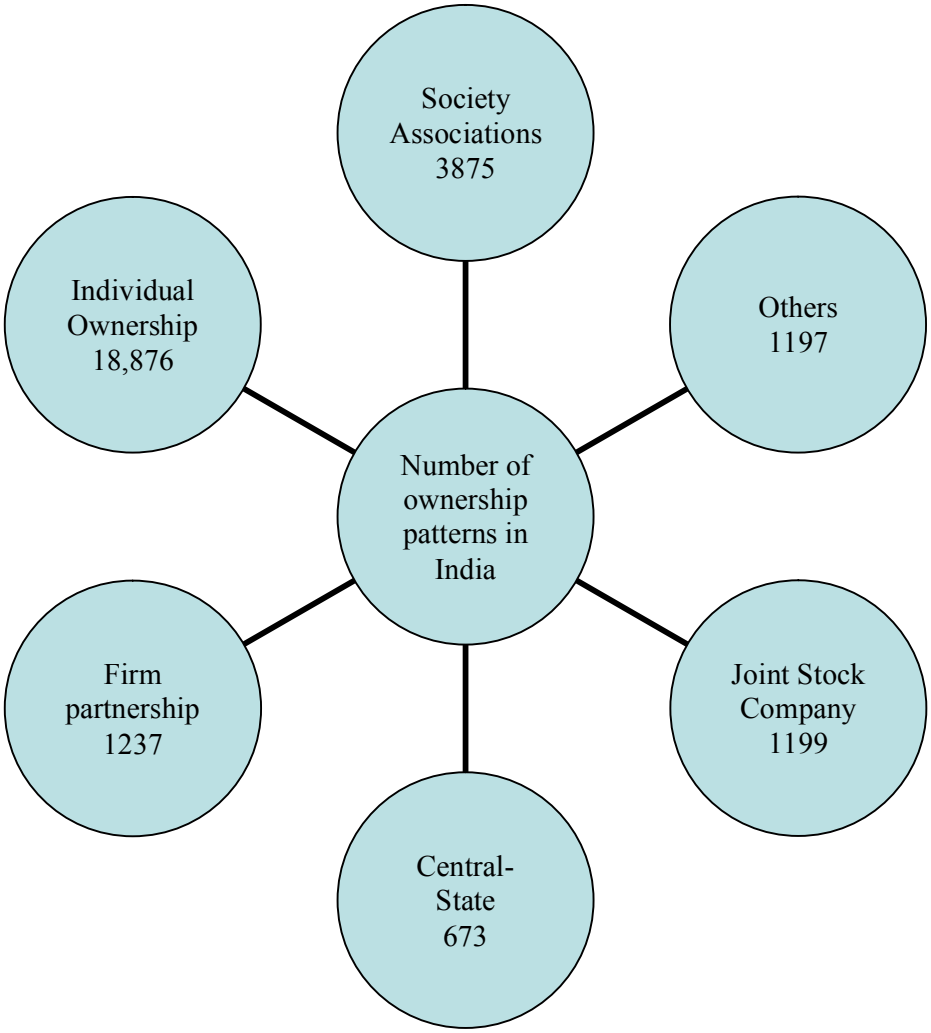
The First Press Commission had focused on the following forms of ownership of newspapers and periodicals prevalent in 1954:

a. Individual
b. Partnership
c. Joint Stock Company
d. Trust
e. Society registered under various Acts
f. Cooperative ownership

Though the concentration of newspapers are mostly in the few hands but other types of newspaper ownership management and operation have also developed. They are :

a. Individual Ownership
b. Partnership
c. Corporation
d. Group or Chain Ownership
e. Employee Ownership
f. Vertical Ownership
g. Joint operation

The diagram below shows the number of ownership patterns of newspaper in India :



In the newspaper industry, ownership is important, but most significant is the influence that a newspaper unit commands. And the influence that a newspaper wields in the society is measured in terms of paid circulation, advertising volume and revenue.

I Individual Ownership

This type of ownership is more common among weekly newspapers. The owner usually is the editor, printer, publisher and manager etc. He does the entire work himself and when necessary serves in almost any position in the plant.

- The main advantages of an Individual ownership are :
  a. The owner makes all decisions related to business and editorial policies
  b. He is given absolute control of newspaper
  c. He receives all profits and bears losses that may occur
  d. He keeps intimate connection with the newspaper
  e. He maintains secrecy in operations
  f. He makes quick decisions

- The main disadvantages of an Individual ownership are :
  a. The owner is liable for the newspaper's entire debt
  b. Unlimited liability is placed on the individual owner
  c. Individual ownership is not adaptable to an expanding business
  d. In case of owner's death decline in business is evident
  e. Long term loans may be difficult to obtain, since creditors must consider the life expectancy of the proprietor
  f. Success of the newspaper depends heavily on the ability and the credit status of the owner

II Partnership

According to the Indian Partnership Act, 1932, partnership is "the relationship between persons who have agreed to share profits of a business carried on by all or any of them acting for all". In a partnership firm, there should be at least two partners, the maximum number can be raised to twenty. In partnership, persons make an ownership agreement, either orally or in written for the purpose of establishing, purchasing or operating a newspaper. To avoid legal problems it can be registered with the Registrar of Firms. A partnership deed containing name of business, amount of capital, name of place of operation of business, duties and powers of partners, appropriation of profits etc. should be signed.

There are generally two types of partnership – General Partnership and Limited Partnership.

a. General partnership

This type of partnership is based on an agreement between two or more persons to establish or purchase a newspaper and engage in publishing it. It is a more common form of partnership but each partner is liable to an unlimited degree. Each partner is a general agent for the newspaper and in any business matter one partner may act for both.

b. Limited Partnership :

A limited partner is responsible for the debt of the newspaper only to the amount agreed upon as an investment and has no right to contract for the newspaper and on the control of its assets.

- Advantages of Partnership are :
  a. Responsibilities of newspapers are divided, thereby lessening the workload on each partner
  b. Judgement of more than one mind is brought into business operation
  c. Persons of different capabilities and financial standings are permitted to pool their talent and money
  d. Maintenance and operation costs are divided
  e. Partnership is easy to form
  f. Quick decisions are possible
  g. Larger resources are also possible

- Some of the disadvantages of Partnership are :
  a. Each partner runs the risk of becoming liable for an usually large debt incurred by any one of the partners
  b. Partnership may be discontinued at any time by death or withdrawal of a partner
  c. Each partner is liable for the newspaper's entire debt
  d. Long term credit is sometimes hard to obtain
  e. A partner who is irresponsible may jeopardize the interest of the other partner or partners.
  f. Lack of harmony among partners also sometimes creates problems
  g. Partnership also has a lack of public confidence.

III Corporation

This is the most common form of ownership for daily newspaper because it is more adaptable to the problems of expansion, centralization or transfer of fractional ownership.

- The advantages of Corporation are :
  a. The personal liability of investors in case of lawsuit is limited to their share of interest in the corporation
  b. The business of the newspaper is not readily affected by changes in stock ownership
  c. Transfer of control is flexible
  d. Operations can be expanded easily by increasing capital
  e. A publisher who owns 51% of the shares in the newspaper and whose powers are defined in the articles of the corporation may control the policies and obtain from outside sources 49% of the capital needed for operation.

- Disadvantages of Corporation :
  a. Profits distributed to stock holders are first taxed as income to the corporation and again as dividends to the shareholders
  b. Corporation taxes are imposed

IV Group or Chain Ownership

Group comprises two or more newspapers published by a single establishment from the same centre.

Chain ownership applies to more than one newspaper published by the same establishment from more than one centre.

Newspaper chains take various forms depending on the point of operation at which cooperation is dominant. In some cases a holding company controls at least 51% of the shares in each newspaper. The holding company may have supervision over editorial policies of individual newspaper or the company may allow each to formulate its own. Major materials such as newsprint, machinery and other equipment and supplies usually are brought through general headquarters.

Newspaper groups are formed without a common holding company but with a chain of command from an elected set of offices and directors.

Publishers in the organization have the controlling interest in the newspaper they publish and also may have an interest in the other newspapers. They manage their own newspapers and formulate their own policies with the advice and council of the officer.

- Advantages of Group or Chain ownership :
  a. Supplies may be purchased through a control office with discounts for quantity
  b. Advertising space may be sold nationally with a single organization representing all newspapers in the group
  c. Certain details of book keeping and other office procedure may be centred in a common office for all newspapers
  d. A large group owner could afford to improve news coverage by having correspondents and news bureaus in the state capital and foreign cities. This arrangement is too expensive for a small owner to maintain
  e. The chains are also better able to afford the latest technical equipment thereby making newspaper production more efficient.
  f. Chains have the resources to provide more elaborate training and public service programmes than do individually owned papers , the validity of each of these agreements depends in great measure on the particular group owner involved

- The main disadvantages of Group or Chain ownership are :
  1. Managers or publishers might not feel compelled to promote the local community to the same agree that they would if the newspapers were owned by them or by a local corporation or partnership
  2. Permanence of management is more in question than when the newspaper is entirely locally owned.
  3. Subscribers sometimes feel that the newspaper is managed by remote control and they are not as close to the editor as they would like to be.

V Employee Ownership :

Employee ownership usually develops where a publisher has held the controlling interest and upon retirement or death wants the paper continued under its establishment policies in the hands of the employees. This type of ownership allows employees to buy shares in the newspaper corporation. In some cases the employees own a majority of shares and control the policies of the newspaper.

- Advantages of Employee Ownership are:
  1. Employees are given an incentive to protect the best interest of the newspaper
  2. Very few changes are made in personnel
  3. Sense of ownership on the part of the employees helps to create high morale
  4. Questions pertaining to wages, hours and other production matters are understood better and are more easily handled
  5. Interdepartmental barriers are more easily broken

- Disadvantages of Employee Ownership are :
  1. Opportunities for bringing new people into the organization are fewer.
  2. Sale of property is difficult even though it should appear beneficial to the newspaper
  3. Length of an employee's service is likely to be given greater consideration than his production abilities.

VI Vertical Ownership :

A newspaper may also operate under a vertical ownership plan, meaning that the newspaper and the enterprises serving it are under common ownership. A corporation owning and operating a large city daily, for example, may also own and operate other media, news and advertising syndicate, a paper mill and a transportation system etc. These allied institutions contribute to the success of the newspaper.

- The advantages of Vertical Ownership are :
  1. It helps to reduce the general expenses of newspaper operation

2. it provides practical investment of newspaper profits
3. It assures the newspaper of certain services and materials needed for its successful operation

- The disadvantages of Vertical Ownership are :
  1. It widens the publisher's interests and responsibilities to the extent of a possible lessening of attention in the newspaper
  2. Capital that would be used for the improvement of the newspaper might be drawn into the financing of other jointly owned enterprises

VII Joint operations :

It is a system of co-operative operation between two or more newspapers of different ownership within the same premises. This system is sometimes used to reduce the maintenance and operation costs. The newspapers are produced in the same plant, but each has separate news and business offices and its own reporters and editors, advertising and sales, people and circulation employees. Each newspaper formulates its own policy. For a joint publishing operation, an agreement is drawn up setting forth the financial obligations of each newspaper or a corporation is formed representing capital from each ownership.

- Advantages of Joint Operation are :
  1. Maintenance and operation costs are reduced
  2. Production hours in the plant are increased
  3. Attention of publishers and owners is focused more on the community than on competition
  4. Publishers may give more unified and complete newspaper service to their public.
  5. Pleasant relations are developed among newspapers in a competitive field.
  6. Advertisers usually are permitted to buy space either in all newspapers at combination rate or in separate ones at the individual newspaper's standard rate.



Oligopoly: a state of limited competition in which a market is shared by a small number of producers or sellers

7. Joint handling of some advertising and perhaps some news copy permits reduction of personnel in the news and advertising sections as well as in the mechanical department.

- Disadvantages of Joint Operations :
  1. With reduced competition, publishers might strive for greater projects than their newspaper service deserves.
  2. Use of common production facilities may lead to standardization resulting in loss of newspaper's individuality
  3. With competition partly eliminated efforts towards specific improvements might be lessened.

It is well known that there does exist a concentration of newspaper ownership , call it a monopoly or **oligopoly.** The press commission came to the conclusion that even if the concentration of ownership might not be controlled there should be diffusion of ownership which would minimize the effects of monopoly control.

VIII Cross ownership :

It refers to a type of media ownership where one type of communication (for instance a news agency) is the sole owner or is the sister company of another type of medium(as for example a radio or TV station). One of the prime examples is The New York Times' ownership of WQXR Radio and the Chicago Tribune's similar relationship with WGN Radio (WGN-AM) and Television (WGN-TV). In India, the Broadcasting Bill of 1997 bans cross-media ownership (newspaper publishing houses can have no more than 20% equity in television or cable companies).

In other words, cross ownership is a method of reinforcing business relationships by owning stock in the companies with which a given company does business. In the US, it refers to a type of investment in different mass-media properties.



CHECK YOUR PROGRESS

Q.7. Which is the largest publishing house in the country?

……

……

……

Q.8. Who owns the Indian Express Group?

……

……

……

Q.9. What are the different ownership patterns in a newspaper industry?

……

……

……

6.6 LET US SUM UP

The media industry describes the once very distinct, but today interacting, mass media businesses of newspaper, magazine, books, radio, internet and TV industries. It is basically competing within three different markets: the content, the consumer and the advertising market. On the content market, it purchases content of different kinds (for eg, music, manuscripts, screenplays) and converts it into products (for eg : compact disks, books, movies). This product is then sold on the consumer market. Through its circulation and reach it is an important actor in the advertising market, where it sells its capacities to place advertising for other companies. The growth of the media industry walks hand in hand with new forms of communicative based technology.

Broadcast, print, cable and television, internet, radio , film and recording industry fall under the purview of media industry.

Media management is an important function of any organization. Managing a media organization requires skill and technical knowledge. Hence, organizations must hire professionals who are expert in looking after the sales, marketing and all the different divisions of an organization.

As far as the ownership patterns of mass media in India is concerned, print media ownership is more pronounced. The main forms of print media ownership patterns are individual ownership, partnership, joint operations, vertical ownership, cross ownership and group ownership.



6.7 FURTHER READING

1. **Media Economics, Understanding, markets, industries and concepts** - Alan B. Albarran
2. **Mass Communication in India** - Keval J. Kumar
3. **Handbook of Journalism and Mass Communication** – Vir Bala Aggarwal and V.S Gupta
4. **Media Management** – K P Yadav



6.8 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1 : Broadcast, Cable and Satellite Television, Internet, Motion picture, Recording and Print industry constitute the media industry.

Ans. to Q. No. 2 : The sale of time for advertising purposes or toll broadcasting, as it was originally called began in 1922 on WEAF, New York, a station owned by AT&T (Barnouw 1966). The ability of radio to attract local advertisers who desired access to audiences gave the nascent radio industry the economic base needed for its growth. Before the advent of advertising, radio stations earned big money through the sale of radio receivers. But with the advent of advertising , the scenario changed. Commercial radio stations derive half of their revenue by selling 'airtime' to advertisers. Radio advertisements or 'spots' are available when a business or service provides valuable consideration,

usually cash in exchange for the station airing their spot or mentioning them on air. Currently ad spots sell anything between Rs 400 – Rs 2000 per 10 seconds. In this way the radio industry earns revenue through advertising.

Ans. to Q. No. 3 : The three major trends that are evident in the internet business industry are –

a. Emergence of business-to-business Internet companies
b. Emergence of media companies
c. Variety in net businesses

Ans. to Q. No. 4 : Vendanti NET, the broadband and application service provider of Guwahati, promoted by SM Computer Consultants pvt. Ltd has launched the first Internet Radio of Assam.

The name of the radio is 'Radio Assam'.

Ans. to Q. No. 5 : Management is the most important function in every organization. It provides an invigorating force that brings life in an organization. It is a distinct process consisting of the activities of planning, organizing, staffing, directing, controlling and coordinating the activities. In every organization, managers have to design and maintain an environment in which individuals work in groups to achieve selected missions and objectives. The task of management of a newspaper, magazine, TV channel, radio channel, or Internet web site is very complex. It involves management of human beings. The media also impinge upon a vast section of the society or nation in which they operate. Further, every society attaches great social responsibility to every type of media. Hence the media are thriving on a milieu which has been shaped by social, political, economic and legal factors. That is why a media organization needs to be managed in a professional manner with the use of avant-garde techniques in media management. Further, the complex processes of sales of books, magazines, newspapers, space marketing (in newspapers), TV broadcast, radio broadcast etc., also demand the skills of a manager. Thereby, the media professional must

be fully equipped with the technical and managerial know-how of running an organization.

Hence we can conclude that media management is essential in the context of today's media operations.

Ans. to Q. No. 6 : The three major media traditions in modern India are that of a diverse, pluralistic and relatively independent press ; of the manipulated-misused, state controlled radio and television; and that of many autonomous, small media outfits of various subaltern groups and their organizations.

Ans. to Q. No. 7 : The Times of India is the largest publishing house in the country.

Ans. to Q. No. 8 : Goenka publishing house owns the Indian Express Group.

Ans. to Q. No. 9 : The different ownership patterns in a newspaper industry are- Individual ownership, Partnership, Employee ownership, Joint operations, Vertical ownership, Cross ownership, Group or chain ownership



6.9 POSSIBLE QUESTIONS

Q.1. Describe the media industry in Indian context.

Q.2. Describe the importance of media management

Q.3. Discuss the different ownership patterns of mass media in India

Q.4. On what grounds can media be included in management?

Q.5. Name any two ownership patterns of mass media in India and bring out their differences

6. Can we call media an industry? Give examples

7. Briefly discuss motion picture industry

8. Write short notes on –
   (a) FM Broadcasting
   (b) Internet industry
   (c) Print industry

UNIT 7: ORGANISATONAL STRUCTURE OF A PRINT MEDIA ORGANIZATION

UNIT STRUCTURE

7.1 Learning Objectives

7.2 Introduction

7.3 Organizational structure of print media establishments

- 7.3.1 Editorial Department
- 7.3.2 Business Department
- 7.3.3 Production Department
- 7.3.4 Reference Section

7.4 Role and coordination among the different departments

7.5 Printing

7.6 Packaging, Transportation and Distribution

7.7 Let Us Sum Up

7.8 Further Readings

7.9 Answers to Check Your Progress

7.10 Model Questions

7.1 LEARNING OBJECTIVES

After going through this unit you will be able to ;

- identify the different departments of a print media establishments
- explain the role and coordination of the different departments
- understand the printing procedure of a media organization
- describe the different printing processes
- get an overview of the packaging, transportation and distribution of the print industry

7.2 INTRODUCTION

This is the seventh unit of the course on Business communication and Media Management. In this unit we shall introduce you to the different departments of a print media establishment, role and coordination between different departments, printing, packaging and distribution.

7.3 ORGANIZATIONAL STRUCTURE OF PRINT MEDIA ESTABLISHMENTS

Organizational setup vary from organization to organization depending upon its size and the different services catered for the readers. In general, most of the newspaper establishments have three main departments :

1. Editorial Department
2. Business Department
3. Mechanical Department

However, most of the organizations have other departments also which are listed below-

1. Editorial Department
2. Business department including advertising, circulation, billing etc
3. Printing and production department
4. Computers, engineering and equipment/store
5. Personnel, sales promotion and PR

7.3.1 Editorial Department

The role and responsibilities of the editorial department is determined by the administrative structure. This, in turn , is determined by the number of staff members employed. Newspapers and magazines have different structures. Since a newspaper has to be produced everyday, it calls for speedy work with lots of persons working in it. But a magazine may be weekly, fortnightly or monthly and hence it ahs a different structure of management. In publication houses, which bring out a group of newspapers and magazines, the chief editor is the one who is responsible for the total policy of the publishing house. Though individual editors are free to express their opinions and to adopt attitudes, the chief editor has to bring in a community approach to avoid direct personal criticism by of one another by the different editors. He is the link between the management and editorial departments. The term Chief Editor has come into vogue only recently in India. In the West, editor-in-chief is often known simply as the editor. In cases where newspapers are published from different centres, the chief

editor is one who has a number of resident editors, each in charge of the edition coming out from that particular city. The Indian Express, The Times of India, The Statesman, The Hindustan Times are all chain newspapers with resident editors for respective editions.

Working of the editorial department:

The editor holds the key position in the newspaper organization. He is responsible for the editorial content of the newspapers that includes everything from comics to news stories to editorials. Unless somebody works as a reporter, he will have little contact with the editor. The editor's influence is exerted through those who report directly to that editor usually the managing editor and the editorial page editor.

The main functions of the editorial department are :

1. Gathering of news
2. Macro and micro selection of news and features
3. Editing of news and features
4. Interpretation of news
5. Selection of lead articles
6. Editorial writings

Since the editor of a newspaper cannot handle the entire editing work, he/she is therefore assisted by number of persons such as chief correspondents, resident editors, managing editors, assistant editors, news editors, sub-editors, stringers, staffers and other functionaries like photographers, cartoonists, feature writers and reviewers etc. as shown in the following figure-1. In fact, the editor is the captain of the team. He guides those working under him and is aware of their talents and makes the best use of their abilities. His main concern is to get material from the assistant editors in order to fill up the editorial page.The organizational structure of a media establishment is given below:

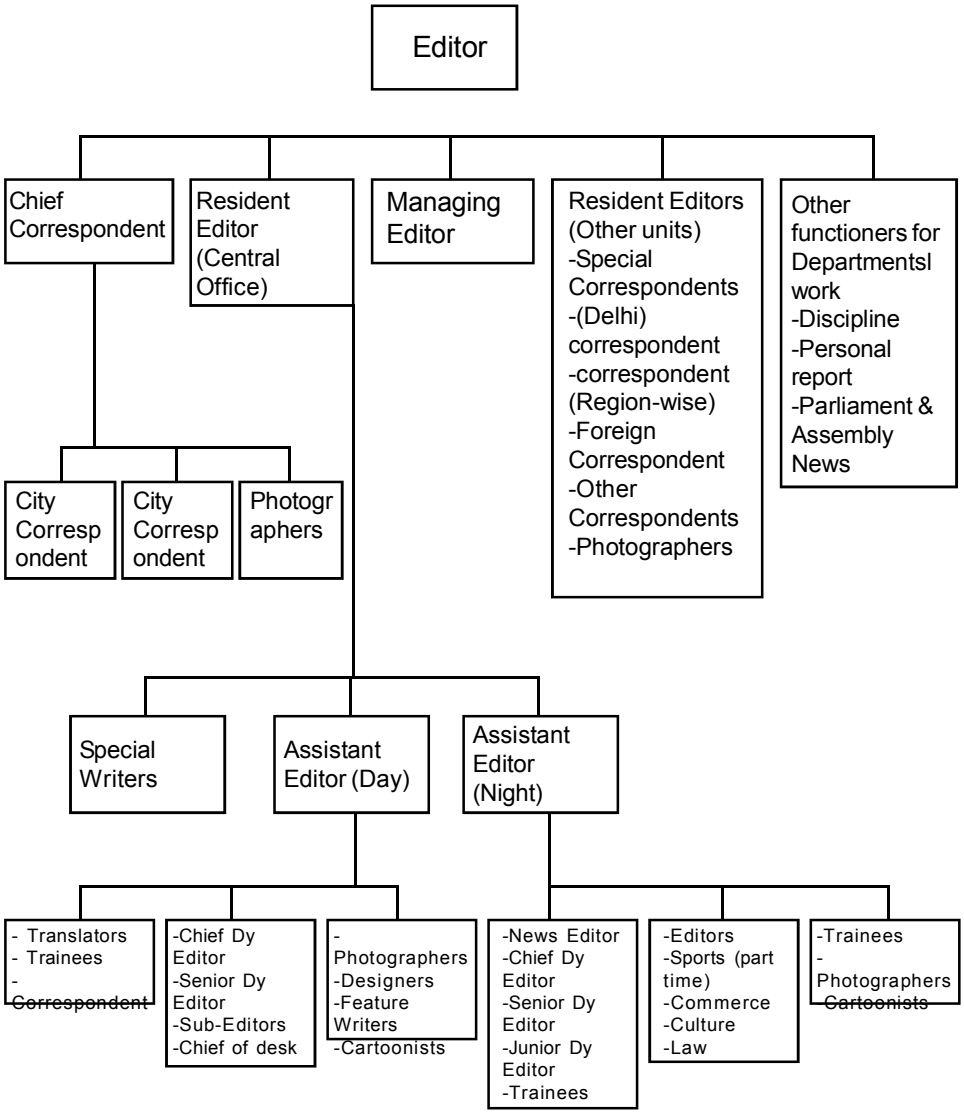


Fig –1 : Organisational structure in an editorial department
Source : Kothari, Gulab, Newspaper Management in India, Netherlands : Intercultural Open University, 1995

A good editor of a newspaper is aware of the scope and interpretation of news. He takes keen interest in the presentation of news and is aware of the details of important happenings. He keeps track of the reader's requirements. He influences people to strive willingly for mutual objectives. The editor gauges the public mind to give his ideas and opinions on current issues to maintain cordial public relations.

He is also responsible for day-today review of the newspaper. Such a review is done in a meeting which is convened everyday by the editor. During the course of such meetings a decision is taken on editorials, comments, standard of news, its presentation and placement, news in competing papers, allotment of work, arrangement of photographs, correction and denial of news etc.

In case of a metropolitan daily newspaper, we can categorize the different departments as given in figure-2 below :

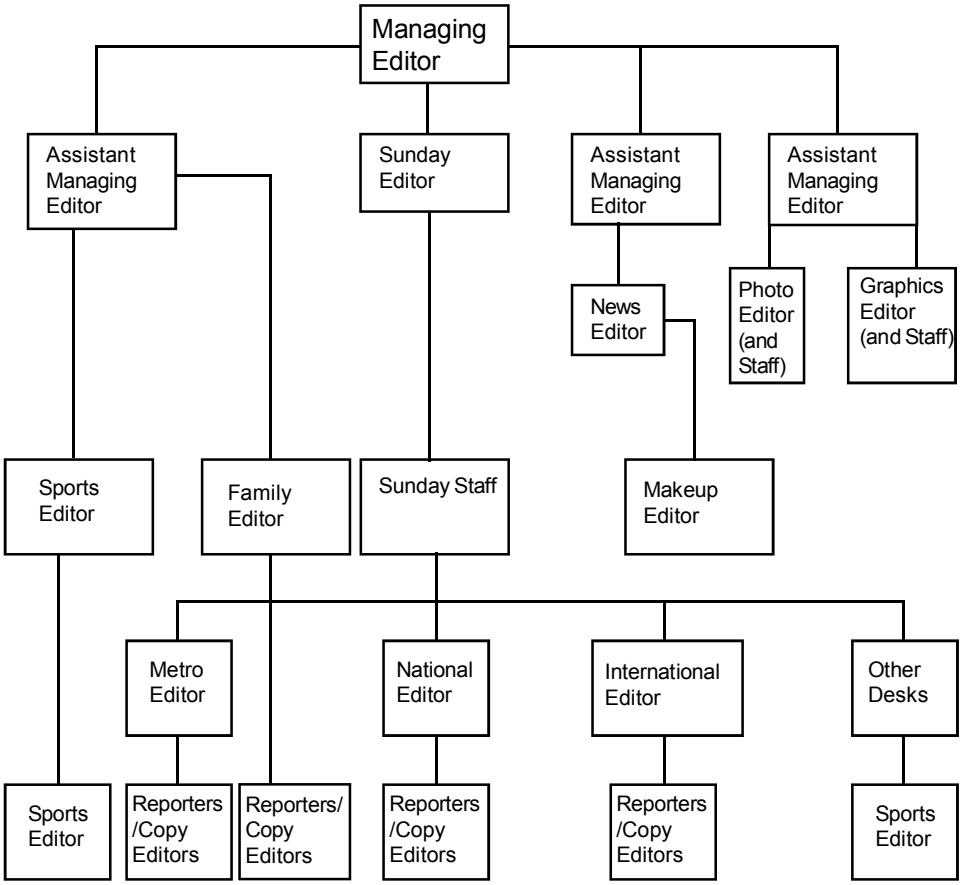


Fig-2 : Typical newsroom organization of the metropolitan daily newspaper

Source : Broks, Brian, S et al., 'News Reporting and Writing, New York : St Marin's Press, 1988

The managing editor oversees the total day-to-day operation of the news department and coordinates the work of the newsroom. The wire editor scans the thousands of words transmitted by the major news services-

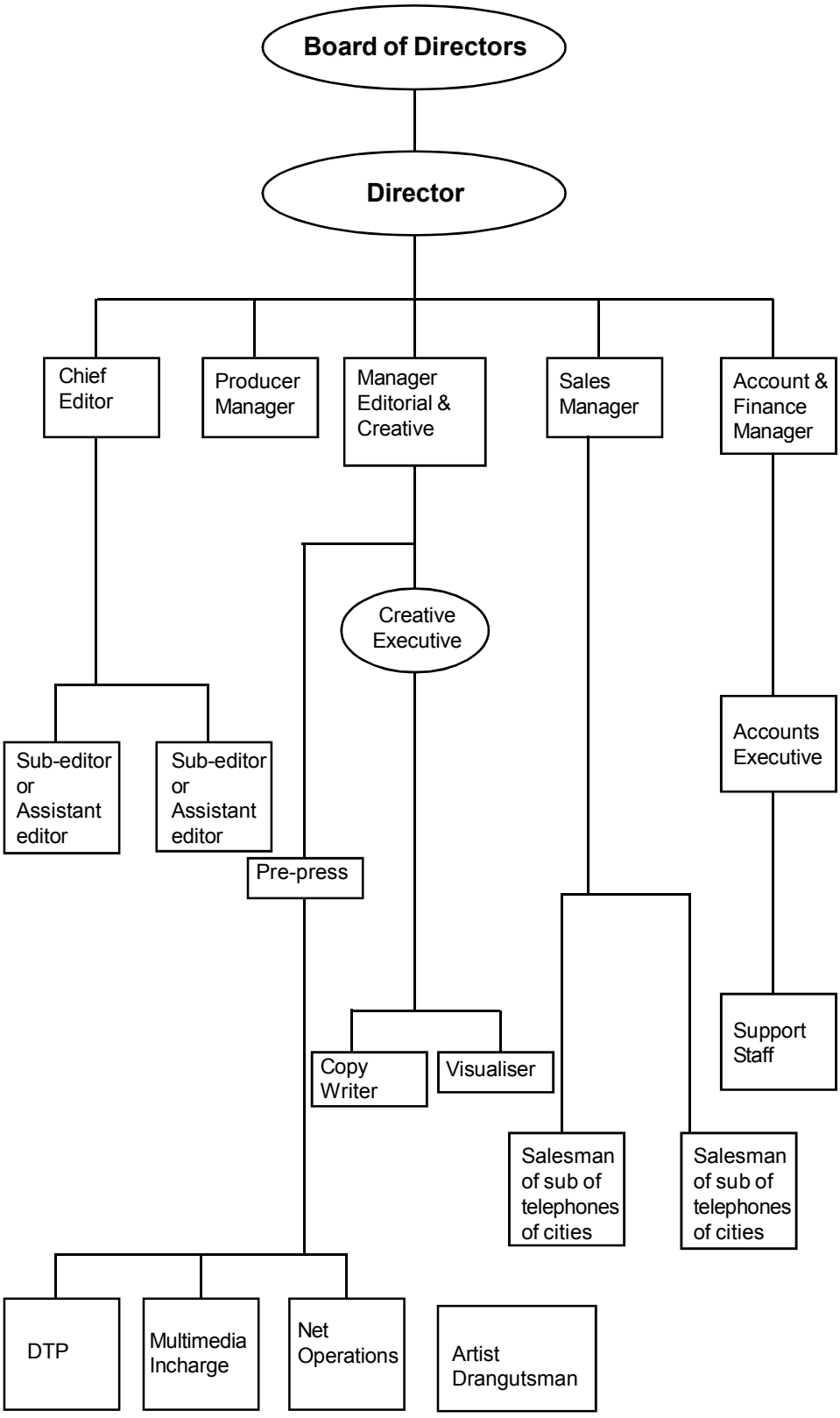
Associated Press and United Press International- and selects those stories that are most relevant to the paper, edits them, and adds headlines. The city editor supervises the newspaper's local coverage. He/she assigns stories to local 'beat' reporters or General-assignment reporters. Beat reporters have a specified area to cover : city hall, courts, police station. General – assignment reporters handle a variety of stories, ranging all the way from fires and accidents to the local flower show. The city editor also assigns photographers to go along with reporters on selected stories. The copy editor usually works inside a special U-shaped desk (called the slot) in the newsroom and supervises the editing, headline writing, and changes in stories submitted by local reporters.

In large newspapers, the key news executives are (1) the city editor, directing reporters covering activities in the newspaper's primary circulation area; (2) the new agency editor coordinating news received over communication networks from various news services; (3) the sports editor, directing local sports coverage and selecting sports news received from news agencies; (4) the editorial page editors, directing editorial writing and selection of letters to the editors and political cartoons; (5) the State or regional editor, supervising correspondents working for the newspaper in areas more distant from the plant; and (6) the society or women's editor, handling social or family oriented news.

There are also other editors who occupy important positions in producing a newspaper. They include (1) the chief copy editor, directing the copyreaders who edit stories and write headlines; (2) the make-up editor, coordinating the newsroom with the mechanical department; (3) special section editors producing Sunday supplements, television guides, home magazines and special sections; and (4) department editors, who direct coverage of fields such as aerospace, finance, gardening, theatre, automobiles, book reviews and real estate.

Now let us take the case of a book publisher. **The organizational chart of a publishing**

firm is given in fig-3 below -





Rules the roost : The most useful person of the group

As is evident from the figure, the media managers are at the second level of the hierarchy, although seniors manage their juniors at all levels. The chief editor, production manager (editorial and creative), sales manager, and accounts and finance manager are the chief managers of a print media firm. In case of book publishing, the chief editor **rules the roost.** He also guides the production manager, and manager (editorial and creative), the two managers who are directly associated with his operations. In some book publishing firms the chief editor may be the supreme commander of all the pre-press, press, and post-press operations.

7.3.2 The Business Department



Janitor: A caretaker of a building, also warden, cleaner etc.

The second most important department in a newspaper is the business department, which earns revenue for the newspaper. It is divided into two main divisions – ***advertising*** and ***circulation.*** The circulation department deals with the dispatch of copies to the city and beyond the city through road, rail and air. The advertising department is divided into divisions for display and classified advertising, each of which is usually solicited by different salesmen. The business department also includes accountants, janitors and telephone operators.

The Advertising Department :

Newspapers derive their revenue from mainly two sources : ***advertising*** and ***circulation.*** Advertising provides 75-80 % of the total revenue while circulation accounts for about 2-25 %. For this reason advertising department is considered to be the most important department of a newspaper industry. As circulation promotes sales, advertising promotes space. This department must constantly strive to improve the advertising service and increase the advertising volume because rising costs of newsprint, competition among newspapers and the threat from satellite television have greatly affected the financial status of the newspaper industry. Advertising revenues generally come from three sources :

i. *Display advertising :* In this form of advertising, display advertisements may have few words, much blank space and often an illustration of the product. Display advertisements draw strong

attention value and high quality legibility because of the conspicuous arrangement of contents – large or bold type face, attractive illustrations, colour and other devices.

ii. *Local or casual advertising* : This type of advertising is done on an irregular basis to announce some special event such as a sale, opening of a branch, starting a new business or introducing a new product or service in the area.

iii. *Classified Advertising* : Classified advertisements are published without any conspicuous display on specific pages of newspapers. Classified advertisements are grouped by contents and they contain diverse elements. As the name implies, these advertisements are categorized under small heads for instance, advertisements such as 'Property wanted', 'Plot for sale', 'Lost and found', 'Matrimonials' etc.

The main functions of the advertising department are :

a. Designing and Production :

The main purpose of advertising is to attract attention to and create an interest in the product or service advertised. It should create desirability to use among the users. For local and directly released advertisements, the department offers its services and expertise in preparing copy and layouts to produce the desired impact.

b. Billing and Collection :

Another important function of the advertising department is the preparation of bills and collection of payments from advertisers. Payments for classified advertisements are usually received in advance. Payments for those released by agencies accredited to INS become due only after 75 days

c. Dummy Preparation :

Dummy edition means a blueprint of an advertising and/or editorial contents of a publication. Elements are only sketched or miniature layouts are prepared. No proofs or pasting are involved. For advertising department, dummy preparation provides a way by which it can blueprint the exact location of every advertisement instead of leaving that important function to the composing department. The dummy system places responsibility on

the editorial department for the choice and positioning of all reading matter directly in the hands of editorial staff. Hence dummy system provides a means of planning an edition in a controlled and orderly fashion.

The Circulation Department

Circulation means the number of newspaper copies sold and paid for. It is the foundation of a newspaper's success : it is the basis of all revenue. It is true that newspaper sales account for less revenue than advertising, but circulation is the force that makes the advertising pay. Circulation is also the measure of the newspaper's service. Greater circulation gives the evidence that the newspaper is fulfilling its obligations to the community.

Circulation of a newspaper depends on the following factors :

(a) Population

Though with the increase in population, the size of the newspaper also increases, yet the size of the population does not always determine its volume of circulation. Some communities with small population have newspapers with large circulation, and some communities with large populations prove to be poor newspaper receivers. This implies that internal population conditions as well as population numbers have a strong bearing on circulation.

(b) Education

The enrolment of students in institutions of higher learning has considerably increased. The opening of higher educational institutions, improved methods of teaching, development in the field of science and communication and greater expenditure on education have all contributed to greater eagerness for information and wider and more intensive reading of newspapers.

(c) Social conditions

Circulation is directly affected by shifting tides of urban renewal, population mobility, suburban flight and other sociological factors. Whether such conditions are localized or national in scope, newspaper management is obviously challenged to cope in ways that call for resourceful and innovative approaches to the problem at hand.

Circulation department of a newspaper establishment is similar to the marketing department of a business or industrial establishment. The main functions of the circulation department are :

(a) Packing and Dispatch

Newspapers are packed in packets and dispatched off to sales agents after it comes out of the press. While packing, care has to be taken so that it reaches the agents without damage or delay.

(b) Transportation and Distribution

Since the newspaper has a very short life, the speed with which it can be distributed becomes critically important. The circulation manager has to co-ordinate the different modes of transportation so that the newspaper could reach the readers in the shortest possible time. It is the responsibility of the newspaper to work out its own transportation network in determining the distribution in the minimum possible time.

(c) Relationship with Agents

The agents constitute the most important persons for circulation department. This is because they come in direct contact with the readers and are aware of the taste and preferences of the readers. They are also well aware about the position of other competing newspapers because they are in direct touch with the readers. They can be extremely helpful to know the response of the readers about the contents of the newspapers, price of paper, timely supply of newspaper etc.

(d) Subscriptions

This section usually deals with the distribution of newspapers sent by mail. Some subscription copies may also be distributed through agents. This section receives advance payment for a newspaper for a definite period.

(e) Collection of Sales

This is another important function of the circulation department. Efficient collection of revenue is one of the key factors in building a list of permanent subscribers. If the paper is delivered by

independent contractor, its proceed is collected on dual system. The contractor collects it from the customers and the newspaper collects it from the contractor. Hence, circulation revenue forms a vital component of the cash flow and total revenue recoveries.

(f) Print Order

The circulation department also determines the number of copies to be printed of each edition. It prepares print order for each edition on the basis of supply requirements of agents, hawkers, subscribers, advertising voucher copies, complimentary copies and other requirements. This operation is time bound and it establishes deadlines for other departments.

(g) Supply of Information to RNI and ABC

The circulation department also supplies information to the Registrar of Newspapers of India (RNI) and to the Audit Bureau of Circulation (ABC). This is a statutory obligation on the part of the department. ABC and RNI are the accounting organizations which audits and accredit the circulation of daily and periodical newspapers.

(h) Promoting Circulation

The circulation department should also build, maintain and promote circulation. In the absence of this function, advertising would suffer, thus leading to a loss in revenue. Circulation can be promoted by giving inducements to the new subscribers, distributing free supplements, reducing advertising rates and by promoting prize winning contests. Circulation can also be promoted by quick and timely supply of the paper at the desired place.

7.3.3 The Production Department

The production department is mainly responsible for transforming the creative work of reporters, editors and advertising people into the finished product of the newspaper. There is a Press Manager in this department who runs a battery of technical personnel to look after different aspects of production – typesetting, art studio, platemaking and printing. The composing

room is one of the major sub divisions of the production department where types and pages are assembled or set either by old methods-like hand composing, linotype, monotype, Ludlow or through computer and photo type setters. The other important departments are the platemaking department where plates or surfaces are prepared to be mounted on the machines to reproduce the printed pages and the press room itself where ink actually meets paper on letterpress, offset and on graver machines. There can be further subdivisions of these departments in case of large newspapers.

7.3.4 Reference Section

Almost all of the print media establishments have a reference section. The reference section contains a huge collection of up-to-date books, study materials, magazines, journals etc. This section is utilized by the reporters and other office staff for writing certain articles or features in newspapers.

The reference material is essential for any news organization. Almost all analytical reports and research based articles and sometimes a follow-up story is written on the basis of reference material. These reference materials are collected during the course of the time. A good reference library is an asset for any organization. A morgue- where files of old newspapers are kept is a reference in itself. The materials must be properly catalogued and categorized to be used as ready references. Some of the reputed organizations also keep a photo library. All media organizations – be it a newspaper, a radio or television or news agency – all have a good reference library from where they use materials from time to time. The reference materials could be in the form of –

i. Collection of books
ii. Annual reports of ministries and other organizations
iii. Economic surveys, union and state budgets
iv. The literature collected during the course of news coverings, press conferences etc
v. Files of newspapers and magazines (morgue)
vi Collection of photographs, diagrams, graphics and charts

vii Audio tapes, CDs, Video Cassettes, Video CDs etc. (for radio and TV channels)

Most of the media organizations develop and publish their own Style Book for exclusive use of their staffers. The stylebook is set standard of the usage of terms, language and style for that particular organization which also matches the style of working of that particular organization. For example, the language that is fit for a newspaper cannot be necessarily appropriate for TV or radio. So, all the organizations use their own style and develop a style book. The editorial staff are supposed to be aware of the style book being used by the respective media organization.

The reference section is also used in the event of major accidents, natural calamities etc to tell the readers about the events of similar nature that occurred in the past.



CHECK YOUR PROGRESS

Q.1. What are the different departments of a print media establishment?

……

……

……

Q.2. What are the two sources from which the newspaper derives its revenue?

……

……

……

Q.3. Who is a beat reporter?

……

……

Q.4. What do you mean by morgue in journalistic terms?

……

……

……

7.4 ROLE AND COORDINTION AMONG DIFFERENT DEPARTMENTS

In order to efficiently carry out its different functions, there must be proper coordination among all the different departments of a print media establishment. Though the technical staff varies from one department to another department, yet they must all work as a team. Differences in opinion and views are a regular feature in most of the organizations and a print media establishment is not an exception.

Daily newspaper, particularly a big daily, is a complex team work although the hierarchy is well coded and the reporting authorities are well –defined. Since the actual challenge before them is to bring out the newspaper on time, one has to work in close cooperation with the others, at times even cutting across the lines of hierarchy. The editorial department has an important task of proving intellectual property both news and views. The material is put forth in such a way that caters to the need of majority of readers and fulfills their demand. The production department deals with printing and other related activities while the business department is responsible for circulation, advertising, transportation, procurement of raw material etc. A close coordination among all the departments is of utmost importance as the success depends upon one another.

Sound and efficient management of its business office is essential to the proper operation of any newspaper. To attain this, it is necessary to have the right sort of coordination among the various departments, the effective administration of a thousand and one office details and proper handling of correspondence. Unless the efforts of the various departments which make up the newspaper are coordinated, much of its energy and substance may be wasted. This need for teamwork applies particularly in relation to the editorial departments and the business departments. No matter how excellent the editorial tone and contents of a newspaper may be, they will avail little if the circulation is limited or if the advertising force fails to sale sufficient space to enable the newspaper to support itself. Conversely, the best efforts of the circulation and advertising sales forces will not suffice if the editorial and news staff produce indifferent work.

Cooperation among all departments of the newspaper is both desirable and necessary. In its practical aspects, the teamwork of the editorial and mechanical departments is of utmost importance to the newspaper. Any failure of proper management and control at this point may spell trouble for the newspaper. An imposing list can be made of very practical matters which involve the relation between the editorial and production departments alone. These include such factors as the number of editions overset, clean copy, makeovers and the number and size of prints. A lack of coordination between two departments with respect to any of these factors can mean the difference between efficient and inefficient operation or profit and loss.



CHECK YOUR PROGRESS

Q,5. Is it necessary to have coordination between different departments of a print media establishment ? If yes why is it necessary?

.....

.....

.....

.....

7.5 PRINTING

Printing is a process for reproducing text and image, typically with ink on paper using a printing press. It is often carried out as a large-scale industrial process, and is an essential part of publishing and transaction printing. Over the years a variety of printing methods were employed to print newspapers, magazines and books. Newspaper industry employs a variety of methods to print. Some of the important types of printing processes are thermography, screen printing, Offset lithography, Letterpress, Gravure printing, Flexography, Embossing, Electrostatic printing and Digital printing. However, we shall discuss only four important processes as give below:

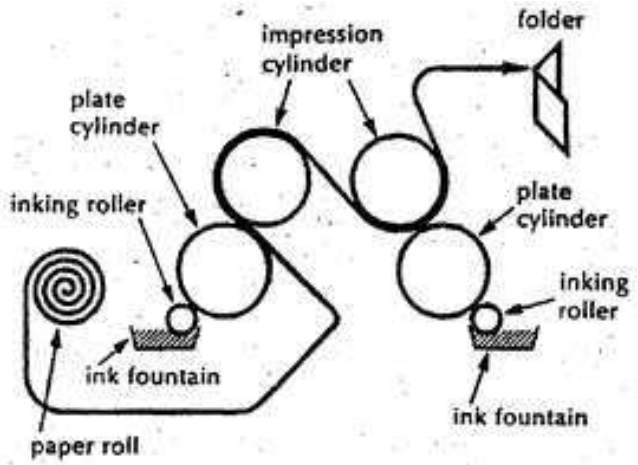
I. Letterpress process (Relief Printing)
II. Gravure (Intaglio)
III. Offset process (Planography)
IV. Digital printing

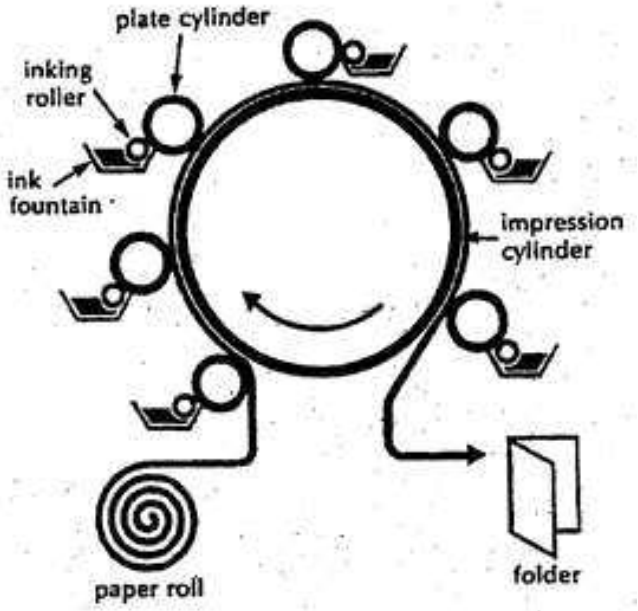
Letterpress process

Letterpress, also known as relief printing is the oldest of the printing methods. Letterpress printing is a term for the relief printing of text and image using a press with a "type-high bed" printing press and movable type in which a reversed, raised surface is inked and then pressed into sheet of paper to obtain a positive right-reading image. It was the normal form of printing text from its invention by Johannes Gutenberg in the mid-15th century until 19th century. It remained in force till the second half of the 20th century till it was replaced with faster and more efficient printing presses such as the offset lithographic press or the flexographic press

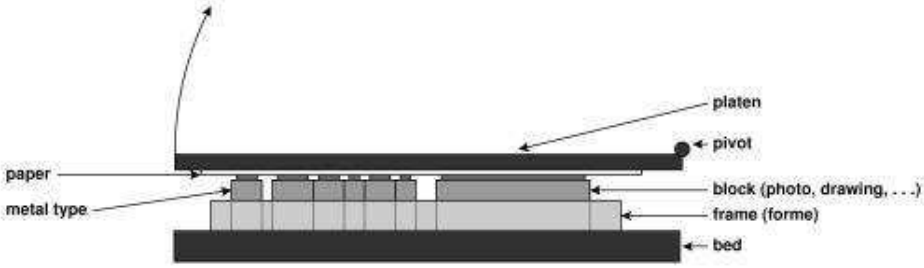
Since letterpress plates involve photography and engraving, they are called photoengraved printing plates (very often referred to as engravings, cuts or zincs), and the platemaker is called an engraver. Letterpress plates are usually made of zinc, magnesium or copper. Zinc is primarily used for line copy and coarse screen work, while magnesium is used where detail and wearability are important. Copper is used for high quality line work as it is easier to etch and work. In the 21st century commercial letterpress has been revived by the use of 'water- wash' photopolymer plates which are adhered to a near-type- high base to produce a relief printing surface typically from digitally-rendered art and typography.

The diagrams given below describes the letterpress printing :





Letterpress Printing



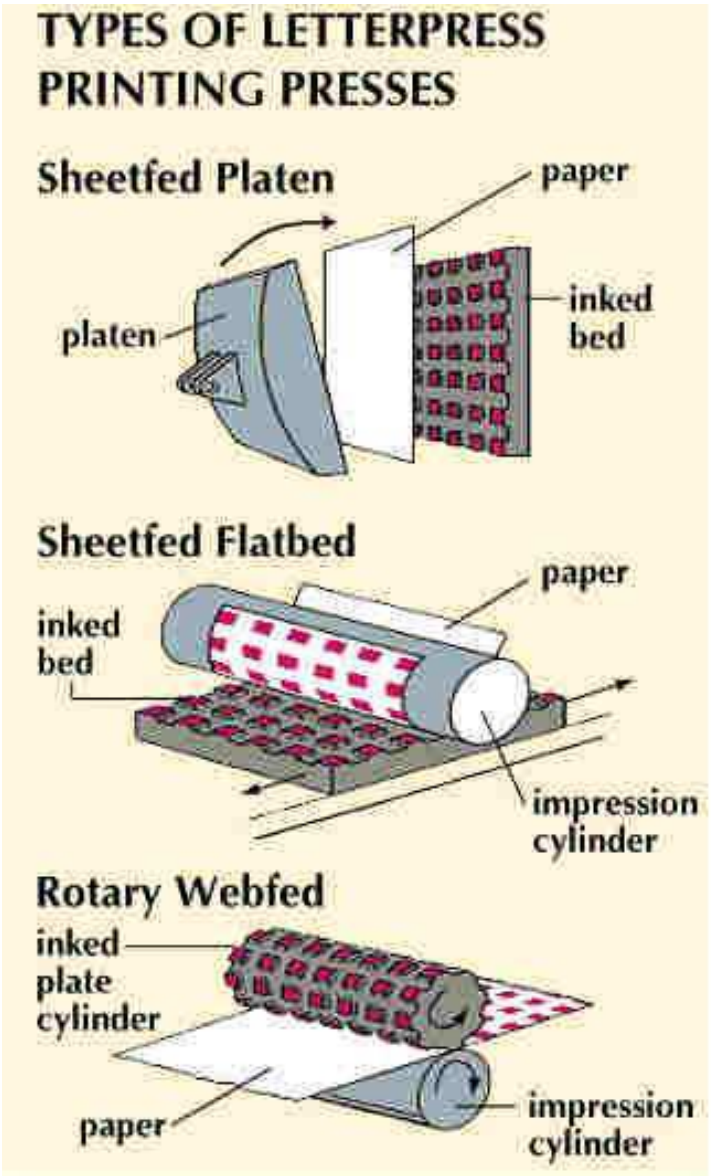
Letterpress printing exerts variable amounts of pressure on the substrate dependent on the size and image elements in the printing. The amount of pressure per square inch or “squeeze” is greater on some highlight dots than it is on larger shadow dots. Expensive, time consuming adjustments

must be made throughout the press run to make sure the impression pressure is just right. Major chemicals used in letterpress printing, very similar to those used in lithography, include film developers and fixers, inks, and blanket and roller washes

Types of letterpresses :

Letterpress printing uses three designs of printing press: sheet fed platen, sheet fed flatbed, and rotary presses, which can be sheet fed or web fed. In sheet fed presses, individual sheets of paper are fed into the press. In web fed presses, a continuous roll of paper is fed through the press.

This is illustrated in the diagram given below :



Platen presses are the oldest type and are used for small printing jobs. They consist of a flat bed on which the images (type or plates) are laid and another flat surface, the platen, which is connected to a screw or lever. Paper is laid on the bed and pressed by the platen to transfer the image to the surface. Printing on early presses was a slow process, since the paper had to be fed one sheet at a time into the press. Improvements made in the 1830s and 1840s featured automatic inking and mechanical power, which increased printing speed from a few dozen sheets an hour to more than a thousand.

Sheet fed flatbed presses feature a cylinder, on which the paper is attached, that rolls over the bed of inked type. This design overcame the problem of uneven impression on the paper surface that often occurred in platen presses.

In rotary web fed presses a continuous roll of paper is fed between two cylinders, the plate cylinder and the impression cylinder. The plate cylinder, either electrotype or stereotype, is automatically inked and pressed against the paper as it unrolls. After the paper is printed, it can be cut into individual sheets and folded. Flatbed and rotary presses can be designed to print on both sides of the paper simultaneously and to reproduce colour illustrations. These machines were responsible for the enormous growth of newspapers during the 19th century.

Gravure printing

Rotogravure (or gravure for short) is a type of intaglio printing process where images are engraved onto an image carrier. Here intaglio means the printing plate which is in cylinder form. This is an expensive but high quality printing technique that uses direct contact between an etched copper plate and the paper. The vast majority of gravure presses print on rolls (also known as webs) of paper, rather than sheets of paper. Sheet- fed gravure is used most often for short runs and to reproduce works of art. Rotary gravure presses are the fastest and widest presses in operation.

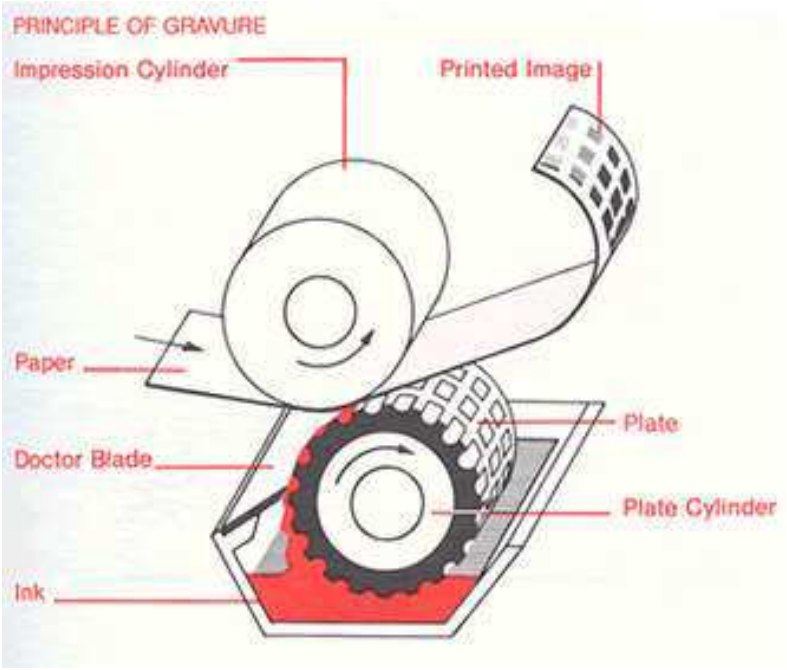


Fig : Gravure printing

Gravure printing uses a depressed or sunken surface for the image. The images consist of honey comb shaped cells or wells that are etched or engraved into a copper cylinder. The unetched areas of the cylinder represent the non-image or unprinted areas. The cylinder rotates in a bath of ink called the ink pan. As the cylinder turns, the excess inks wiped off the cylinder by a flexible steel doctor blade. The remaining ink in the recessed cells forms the image by direct transfer to the substrate (paper or other material) as it passes between the plate cylinder and the impression cylinder. The purpose of the impression roller is to apply force, pressing the paper onto the gravure cylinder ensuring even and maximum coverage of the ink. Then, the paper goes through a dryer because it must be completely dry before going through the next colour unit and absorbing another coat of ink. The inks that are used in gravure process are fluid inks with a very low viscosity that allows them to be drawn into the engraved cells in the cylinder then transferred onto the substrate. This method is widely used in producing magazines, brochures, annual reports and mail order catalogues.

Offset printing

Offset printing is a form of printing where the inked image is transferred (or "offset") from a plate to a rubber blanket, then to the printing surface. In comparison to other printing methods, offset printing is best suited for cost-effectively producing large volumes of high quality prints in an economically sound manner that requires little maintenance.

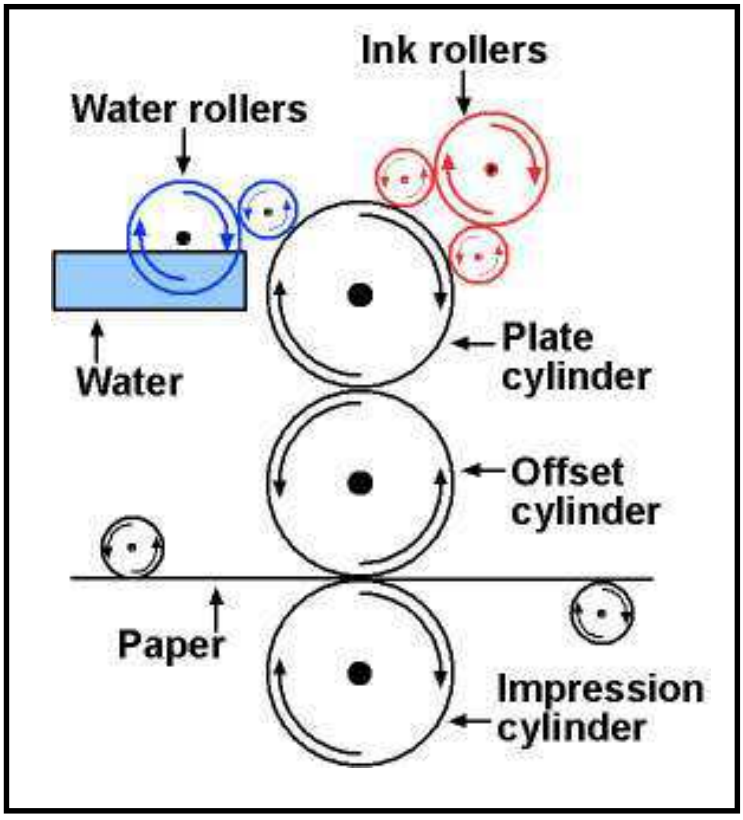


Fig : Side view of the offset printing process. Multiple ink rollers are used to distribute and homogenize the ink

The offset lithographic process works by first transferring an image photographically to thin metal, paper, or plastic printing plates. Unlike other forms of printing, in offset lithography the image on the printing plate is not recessed or raised. Rollers apply oil-based ink and water to the plates. Since oil and water don't mix, the oil-based ink won't adhere to the non-image areas. Only the inked image portion is then transferred to a rubber blanket (offset cylinder) which in turn transfers the image onto the paper as it passes between it and another cylinder (impression cylinder) beneath

the paper. The reason the image is offset onto the rubber blanket rather than printed directly on the paper because the offset plate is very delicate and the abrasiveness of the paper's surface would cause damage. Moreover since the rubber blanket is compressible and conforms to the slightest degree of texture on paper's surface, one can print on rough papers also.

There are mainly three types of offset - photo offset, sheetfed offset and web-fed offset

Photo offset :

In photo offset process, light-sensitive chemicals and photographic techniques are used to transfer images and type from original materials to printing plates. At first the ink duct roller delivers ink from the ink duct to the ink pyramid. The drop roller transfers ink from duct roller to the distribution roller. Ink is evenly distributed by the distribution rollers. The first distribution roller picks up the ink from driving rollers and the last distribution rollers transfer the ink to the form rollers. Ink is then transferred by the transfer rollers between the ink-absorbing and ink-delivering driving rollers. Driving rollers roll against the distribution rollers and either absorb or deliver ink, depending on their placement. The rollers then transfer ink from the last distribution rollers on to the printing plate. After that, the printing plate transfers the ink to the offset cylinder (usually covered with a rubber 'blanket' and known as the blanket cylinder). The paper is then pressed against the blanket cylinder by the impression cylinder, transferring the ink onto the paper to form the printed image.

Sheetfed offset

Here, the printing is carried out on single sheets of paper since they are fed to the press one at a time. Sheet-fed presses use mechanical registration to relate each sheet to one another to ensure that they are reproduced with the same imagery in the same position on every sheet running through the press.

Web offset

Web offset is a high run, speed printing press that uses rolls of paper rather than individual sheets. Speed is a huge factor in web offset with some presses printing at speeds of 3000 feet per minute or even faster. Some web presses also have the inline ability to cut, perforate and fold the sheet.

Digital printing

Digital printing is a method of printing using digital techniques in which the data and the images are printed directly form a computer onto paper, including those developed for computer printers such as inkjet or laser printers. There are two basic approaches to digital printing: Direct imaging or hybrid presses and digital toner-based printing.

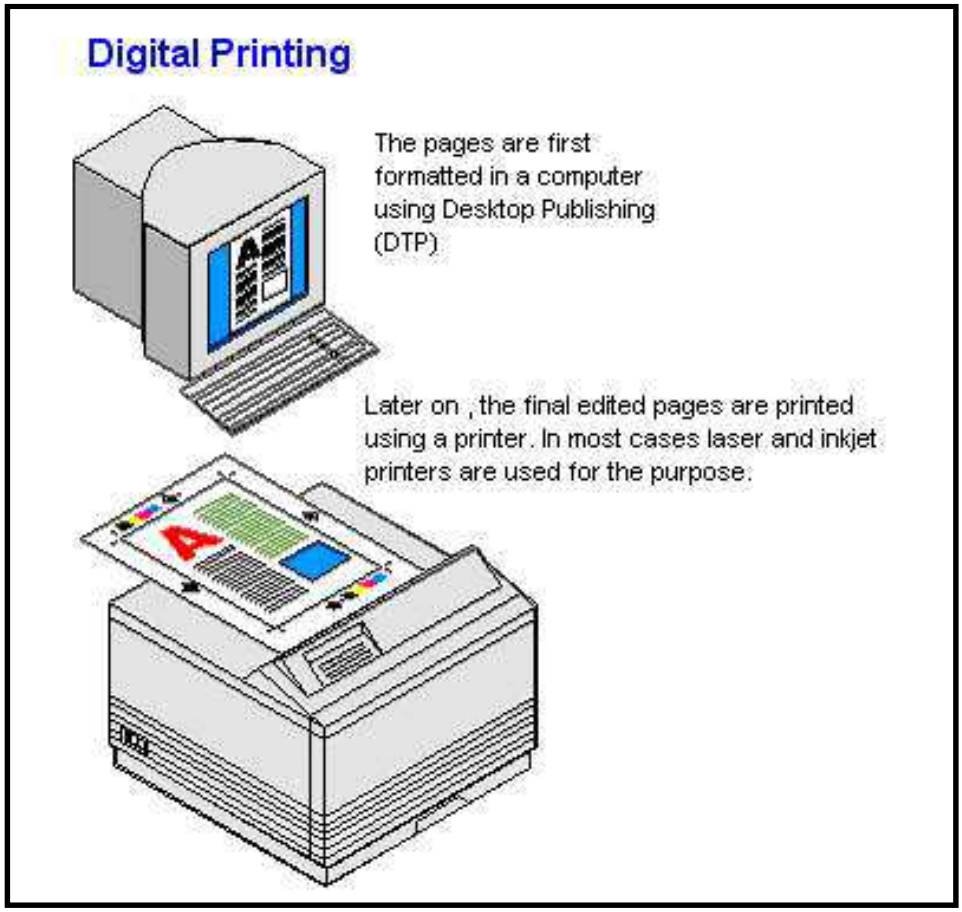


Fig : Digital printing

Direct Imaging presses

Direct imaging presses are presses with a digital conventional ink based printing unit. Plates are imaged on press from digital data received by networking, essentially incorporating a computer-to-plate (C-T-P) unit within the press.

Digital toner based printing

Digital toner-based printing has truly caused a revolution in printing. Originally introduced in 1993, it has allowed "full colour pages to be printed directly or remotely from digital page data with the ability to vary the information at every cylinder revolution.



CHECK YOUR PROGRESS

Q.1. Define printing. What are the different processes of printing?

……

……

Q.2. Which is the oldest of all printing methods?

……

……

Q.3. How many types of letterpress are there? Name them

……

……

Q.4. What do you mean by intaglio in gravure printing?

……

……

Q.5. What are the two basic approaches to digital printing?

……

……

7.6 PACKAGING, TRANSPORTATION AND DISTRIBUTION

Packaging, transportation and distribution are three important aspects of any print media establishments. Time plays an important role in the entire packaging, transportation and distribution process. This is because of stiff competition from other electronic media where news is delivered round the clock. Even readers won't be too interested to know any news which had already been broadcast on television. So timeliness is an important factor.

Packaging is the art, science and technology of enclosing or protecting products for distribution, storage, sale and use. In a newspaper organization, packaging is done in a meticulous way so that it reaches the newspaper agents without any damage.

The printed newspapers have to be dispatched to various distributors across the different regions of the country. Transportation is normally through private contract carriers within local area, public transport in case of longer distances and through couriers in other cases. The newspaper distributor has the rights to distribute the newspaper in his area. The revenue of the newspaper distributor is based on a commission on the sale of every newspaper. The circulation is normally through salesmen appointed by the distributors, who in turn pass it on to hawkers. Hawkers, vendors and book stall owners are the last link of the supply chain before the newspaper reaches readers. The hawkers' remuneration is also normally based on the commission system and is generally the highest in the entire supply chain. Responsiveness and efficiency play an important role in newspaper distribution channel. Responsiveness includes supply chain's ability to respond to a wide a range of quantity demanded (due to demand fluctuations) and meet short lead times. On the other hand, efficiency is the cost of making and delivering the newspapers to the readers.

7.7 LET US SUM UP

- Almost every print media establishment has different departments to coordinate the different activities. The important departments of such an organization are Editorial department, Business department, Production Department and last but not the least Reference section. The business department is further divided into Circulation and Advertising department. Each department has been assigned different functions.
- The editorial department is responsible for editing the news stories. This department is headed by the chief editor who is responsible for the total policy of the publishing house. Though individual editors

are free to express their opinions and to adopt attitudes, the chief editor has to bring in a community of approach to avoid direct personnel criticism by editors of one another. The main functions of the editorial department are gathering of news, macro and micro selection of news and features, editing of news and features, interpretation of news and selection of lead articles.

- The second most important department in a newspaper is the business department, which earns revenue for the newspaper. It is divided into two main divisions – advertising and circulation. The circulation department deals with the dispatch of copies to the city and beyond the city through road, rail and air. The advertising department is divided into divisions for display and classified advertising, each of which is usually solicited by different salesmen. Advertising provides 75-80 % of the total revenue while circulation accounts for about 2-25 %. For this reason advertising department is considered to be the most important department of a newspaper industry. Advertising revenue generally comes from three sources – Display advertising, Local or Casual advertising and Classified advertising.

- The production department is mainly responsible for transforming the creative work of reporters, editors and advertising people into the finished product of the newspaper. There is a Press Manager in this department who runs a battery of technical personnel to look after different aspects of production – typesetting, art studio, platemaking and printing. The composing room is one of the major sub divisions of the production department where types and pages are assembled or set either by old methods like hand composing, linotype, monotype, Ludlow or through computer and photo type setters. The other important departments are the platemaking department where plates or surfaces are prepared to be mounted to reproduce the printed pages and the pressroom itself where ink actually meets paper on letterpress.

- Though the reference section is not a department of a print media organization, yet it occupies an important place in the organization.

The reference section contains a huge collection of up-to-date books, study materials, magazines, journals etc. This section is utilized by the reporters and other office staff for writing certain articles or features in newspapers. In order to efficiently carry out its different functions, there must be proper coordination among all the different departments of a print media establishment. Though the technical staff varies from one department to another department, yet they must all work as a team.

- Printing is a process for reproducing text and image, typically with ink on paper using a printing press. It is often carried out as a large-scale industrial process, and is an essential part of publishing and transaction printing. Three important forms of printing processes are Letterpress, Gravure, Offset and Digital printing. Packaging, transportation and distribution are three important aspects of any print media establishments. Time plays an important role in the entire packaging, transportation and distribution process. This is because of stiff competition from other electronic media where news is delivered round the clock.



7.8 FURTHER READING

- **Essentials of Practical Journalism –** Vir Bala Agarwal
- **Mass Communication and Journalism in India –** D.S Mehta
- **Practical Journalism –** P.K Menon



7.9 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1.The different departments of print media establishment are Editorial department, Business department, and Production department. Circulation and Advertising department are two important divisions of the Business department. However the large business houses also have Personnel, Sales and Public Relations Department.

Ans. to Q. No. 2. The two sources from where the newspaper derives its revenue are advertising and circulation.

Ans. to Q. No. 3. A beat reporter is one who is assigned to cover a particular district or a special news source (for instance courts, city halls etc)

Ans. to Q. No. 4. In journalistic terms, morgue refers to the newspaper's repository for clippings, photos and all types of reference material.

Ans. to Q. No. 5. Yes, it is necessary to have coordination between the different departments of a print media establishment.

In order to efficiently carry out its different functions, there must be proper coordination among all the different departments of a print media establishment. Though the technical staff varies from one department to another department, yet they must all work as a team.

Daily newspaper, particularly a big daily, is a complex team work although the hierarchy is well coded and the reporting authorities are well –defined. Since the actual challenge before them is to bring out the newspaper in time, one has to work in

close cooperation with the others, at times even cutting across the lines of hierarchy. The editorial department has an important task of proving intellectual property both news and views. The material is put forth in such a way that caters to the need of majority of readers and fulfills their demand. The production department deals with printing and other related activities while the business department is responsible for circulation, advertising, transportation, procurement of raw material etc. A close coordination between all the departments is of utmost importance as the success depends upon one another.

Sound and efficient management of its business office is essential to the proper operation of any newspaper. To attain this, it is necessary to have the right sort of coordination among the various departments, the effective administration of a thousand and one office details and proper handling of correspondence. Unless the efforts of the various

departments which make up the newspaper are coordinated, much of its energy and substance may be wasted. This need for teamwork applies particularly in relation to the editorial departments and the business departments. No matter how excellent the editorial tone and contents of a newspaper maybe, they will avail little if the circulation is limited or if the advertising force fails to sale sufficient space to enable the newspapers to support it. Conversely, the best efforts of the circulation and advertising sales forces will not suffice if the editorial and news staffs produce indifferent work.

Thereby, it is necessary to have coordination among the different departments of a print media establishment

Ans. to Q. No. 6. Printing is a process for reproducing text and image, typically with ink on paper using a printing press. It is often carried out as a large-scale industrial process, and is an essential part of publishing and transaction printing.

There are basically four forms of printing processes. They are – Letterpress process (Relief printing), Gravure (Intaglio), Offset and Digital printing.

Ans. to Q. No. 7. Letterpress is the oldest of all printing methods.

Ans. to Q. No. 8. Letterpress printing uses three designs of printing press : sheet fed platen, sheet fed flatbed and rotary presses which can be sheet fed or web fed. In sheet fed presses, individual sheets of paper are fed into the press. In web fed presses, a continuous roll of paper is fed through the press.

Ans. to Q. No. 9. In gravure printing, intaglio is the printing plate which is in cylinder form.

Ans. to Q. No. 10. There two basic approaches to digital printing. They are direct imaging or hybrid presses and digital toner-based printing



7.10 MODEL QUESTIONS

Q. 1. What is the significance of the editorial department in a print media establishment? Explain

Q. 2. What role does advertising department play in the proper functioning of newspaper organization?

Q. 3. Describe the different printing methods.

Q. 4. Explain the organizational structure of any print media organization with the help of a chart.

Q. 5. Write short notes on –
(a) letterpress (b) Gravure printing (c) Offset printing

Q. 6. Exemplify the importance of the Business department of a print media establishment.

UNIT – 8: ORGANISATIONAL STRUCTURE OF AN ELECTRONIC MEDIA ORGANIZATION

UNIT STRUCTURE

8.1 Learning Objectives
8.2 Introduction
8.3 Electronic media organization
8.4 News and programme sections
    8.4.1 News section in a radio station
    8.4.2 News section in a TV station
    8.4.3 Programme section in TV and radio
8.5 Electronic News Gathering (ENG)
8.6 Electronic Field Production (EFP)
8.7 Personnel involved in production and news
8.8 Viewership/ Listenership
8.9 Content creation and role of advertising
8.10 Genre or types of programmes
    8.10.1 Types of programmes in radio
    8.10.2 Types of programmes in TV
8.11 Let Us Sum Up
8.12 Further Reading
8.13 Answers to Check Your Progress
8.14 Model Questions

8.1 LEARNING OBJECTIVES

In the last unit we have learned about the organizational structure of print media establishment and the functions of the different departments. After going through this unit, you will be able to:

- define electronic media organization
- understand the concept of Electronic News Gathering and Electronic Field Production
- identify the personnel that are involved in Radio and Television production
- get an overview of the viewership /listenership of Radio and Television

- explain the role of advertising in content creation.
- describe the genre or types of programmes

8.2 INTRODUCTION

This is the eight unit of the course onBusiness communitation and Media Management. In this unit we shall learn about the electronic media organization, Electronic News Gathering, Electronic Field Production, Personnel involved in production and news, viewership/ listenership patterns, content creation, role of advertising and different genre of programmes. After going through this unit, you will get a grasp on how the electronic media organizations carry on their activities.

8.3 ELECTRONIC MEDIA ORGANIZATION

Electronic media organizations are those organizations that operate through the use of electronic gadgets. The important electronic media organizations are radio and television. Electronic media organizations have made communication easier, cheaper and timely. It is because of electronic media that the world has become today a global village. Managers in an electronic media organization deal with a diverse workforce

8.4 NEWS AND PROGRAMME SECTIONS

8.4.1 News section in a radio station

The newsroom comprises the most important section in a radio station. The individuals working in a radio newsroom varies depending on the size of the station, whether it is part of a cluster operation or a single outlet, and its format. In a small market a radio station on an average employs one or two full time news people. This does not apply to those outlets which are financially not sound to hire news people. However, these stations do not necessarily ignore the news story. Instead, they delegate the responsibilities to their DJs to deliver brief newscasts at specified times. During such times, the on-air person collects the news from the wire service during record cuts and broadcasts it nearly verbatim – a practice known as “rip ‘n’ read”.

However, one has to be extremely careful in broadcasting such news stories as there is a likelihood of making mistakes. Generally, there is a newsperson on duty round the clock. A top rated station in a medium market typically employs four full-time news people.

The newsroom is a hub of activity as news people prepare for newscasts scheduled every 20-30 minutes. A number of people might be involved in assembling news and broadcasting it for the audiences. A typical newsroom in a radio station consists of audio equipment, office furniture such as desks, computers, typewriters, file cabinets and so on. Reel-to-reel recorders, cassette and cartridge machines are important tools for the newsperson. The newsroom is also equipped with various monitors to keep a tab on day to day news. The wire service machines provide the latest news on current affairs as well as a host of other data. When newsrooms have been combined and consolidated, more personnel, space and equipment are required. Cluster operation newsrooms accommodate reporters and news readers assigned to the various stations under one single roof. These days, computers and online resources are widely used in newsroom. Video display terminals (VDTs) have been installed in on-air studios in most of the stations. Instead of handheld copy, newscasters simply broadcast off the screens. Desktop computers are used in place of typewriters in the newsrooms at larger as well as the smaller stations. The speed and agility with which copy can be produced and edited makes a computer the perfect tool for broadcast journalists.

8.4.2 News section in television station

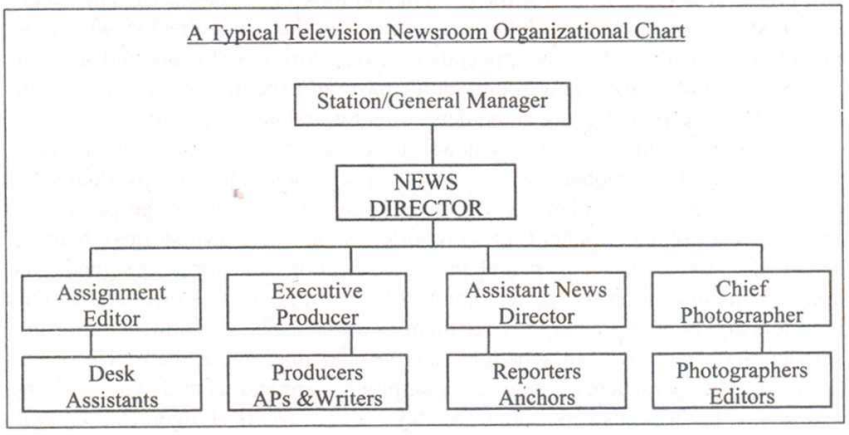


Fig : A typical newsroom organizational chart

In the television sector, newsroom occupies a very important place. News is broadcast from the newsroom. The station manager oversees all operations of the television station: news production, sales, promotions, engineering, traffic (organizing the programming and commercials), accounting, programming, engineering and any other departments operating within the station. The news director is responsible for the operation of the news department. The assistant news director assumes duties as assigned by the news director. Some of the important responsibilities of the assistant news director are scheduling, setting budgets and overseeing special news projects or series. The executive producer is responsible for nearly every aspect of newscasts during his or her shift. The assignment editor tracks news stories and helps decide which stories reporters and photographers will cover. The chief photographer oversees the photography equipment and often the news vehicles. The producer is responsible for a newscast's content, flow, video, graphics, camera shots, timing and many more such activities. The news anchor is the person who appears on TV screens to narrate the day's events to the viewers. The news anchor's job responsibilities include being friendly, professional, knowledgeable and credible. The general assignment reporter is responsible for generating and covering news stories. Some larger stations employ field producers who set up the logistics of the stories reporters will cover, conduct the research and accompany reporters in the field.

Programme section in television and radio

In the programme section of television and radio, programmes are sometimes recorded or beamed live to the listeners/viewers. In case of television, the debate and discussions are done live on news channels inside the studio. Times Now , NDTV 24x7, CNN-IBN often broadcast live debate programmes where general public also take part. Some of the popular porgrammes are We The People hosted by Barkha Dutt (NDTV 24x7) and News at 9 hosted by Arnab Goswami (Times Now). People from different walks of life are invited to the studio and asked to debate on any issue of national importance. Live programmes have much more appeal as it is devoid of any publicity gimmicks act in front of camera. Interviews are often recorded, and then shown on television. Two prime examples are Walk The Talk programme on NDTV 24x7 and 'Frankly Speaking' on Times Now

where renowned personalities are grilled by the interviewers and on some occasions answer queries posted by the common masses. Such interviews are recorded if the concerned person/authority is unable to accommodate his/her time on the appointed date. Recorded interviews also reduce the minor glitches and hassles that might occur during the course of the interview. Generally, the person who interviews the respected interviewee prepares a set of well defined questions but care must be taken to avoid those questions that might make the interviewee uncomfortable.

Similar is the case with the programme section in radio. Both recorded and live programmes are broadcast to the listeners. Apart from those programmes that are available on commercial records and CDs , All India Rdaio (AIR) also offers a variety of programmes to the listeners. The major sources of AIR's programmes are in-house productions, outside productions, sponsored programmes and programmes obtained under the Cultural Exchange and Programme Exchange Service. A small number of programmes are also obtained from SAVE (the SAARC Audiovisual Exchange). Vividh Bharati service which was started on 2nd October, 1957 offers light entertainment programmes which mainly consist of film music. With the popularity of FM radio stations, music programmes are mostly preferred by the general public as compared to talk shows. However, there should be variety in the music programme as the different items should be linked together with interesting comments, announcements and narration. In FM stations, apart from the music programmes, interviews are also taken of those people belonging to the music and entertainment industry inside the studio of the radio station.

8.5 ELECTRONIC NEWS GATHERING (ENG) PRODUCTION

Electronic News Gathering (ENG) is a broadcasting (usually television) industry acronym which stands for electronic news gathering. It can mean anything from a lone reporter taking a single camcorder out to get a story to an entire television crew taking a satellite truck on location to do a live report for a newscast. In its early days, the term ENG was used by newsroom staff to differentiate between the NG (newsgathering) crews that collected

TV news with traditional film cameras and the new ENG crews who collected TV news with new electronic analogue tape formats like low band U-Matic. The requirement for the differentiation stems from the radically different methods of post-production involved in video versus film. Film needed to be processed before editing, unlike tape where footage could be edited fairly quickly, thus dramatically reducing the turn-around time for a story. The use of film in newsgathering virtually disappeared by the mid 1980s.

The essence of electronic news gathering is "getting the story" and presenting the information to the viewer. The reporter and the videographer must work together to capture the drama, actions, emotions and information and these are then conveyed to the viewer in an interesting and informative manner. It requires expertise and training for an ENG reporting to be successful. A successful ENG team produces a video segment that enables viewers to experience the event as though they were present at the particular place.

ENG originally referred to the use of point-to-point terrestrial microwave signals to backhaul the remote signal to the studio. In modern news operations, however, it also includes SNG (satellite news gathering) and DSNG (digital satellite news gathering). ENG is always done using a specially modified truck or van such as those made by Frontline or Wolfcoach. Terrestrial microwave vehicles can usually be identified by their masts which can be extended up to 50 feet (15 m) in the air (to allow line-of-sight with the station's receiver's antennas), while satellite trucks always use a larger dish that unfolds and points skywards towards one of the geostationary communications satellites operated by companies such as PanAmSat, SES Americom or IntelSat.

ENG Production Features

ENG is the most flexible remote operation. The major productions of ENG are the readiness with which one can respond to an event, the mobility possible in the coverage of an event, and the flexibility of ENG equipment and people. Since ENG equipment is compact and self-contained, we can get to an event and videotape or broadcast it faster than with any other type of television equipment. An important operational difference between ENG and EFP (Electronic Field Production) or big remotes is that ENG requires

no preproduction. ENG systems are specifically designed for immediate response to a breaking story. In ENG we exercise no control over the event but merely observe it with our camcorder and microphone as best as we can.

Even when working under extreme conditions and time restrictions, experienced shooters can quickly analyze an event, pick the most important parts of it and videotape pictures that edit together well. For important events, the ENG team normally consists of two people - videographer and the field reporter. Many ENG stories are covered by a single shooter and narrated later by an anchor during the newscast. ENG equipment can be operated in a car, an elevator, a helicopter or a small kitchen. It can also be used to videotape an event or even transmit it live. Most ENG vehicles are (usually vans) are equipped with a microwave transmitter which, when extended, can establish a transmission link from the remote location to the station. When doing a live transmission, the camera cable is connected to the microwave transmitter.

If one cannot establish a signal connection between the ENG location and the station, one need to use a satellite uplink van as shown in the diagram given below.



Fig : ENG van

This regular-sized van houses the extendible microwave transmission device and a variety of intercommunications equipment.

This van looks like a small remote truck and contains computer-assisted uplink equipment and, when used for news, one or two VTRs (videotape recorders) as well as cuts-only editing equipment. The VTRs can record the camera output and play back a rough-cut or even unedited news videotapes for immediate uplinking. In order to safeguard against signal loss, two VTRs or disk recorders are sometimes used for the recording and playback of the same news story.

Such uplinks are pressed into service whenever big and especially newsworthy events are scheduled, such as a presidential election, a summit meeting of heads of state, a high profile criminal trial or the world soccer finals. The uplink truck is also used locally for the distribution of news stories, national and international teleconferencing, or whenever a signal cannot be sent readily by microwave or cable.

The basic ENG system consists of a camcorder and a microphone as given below :

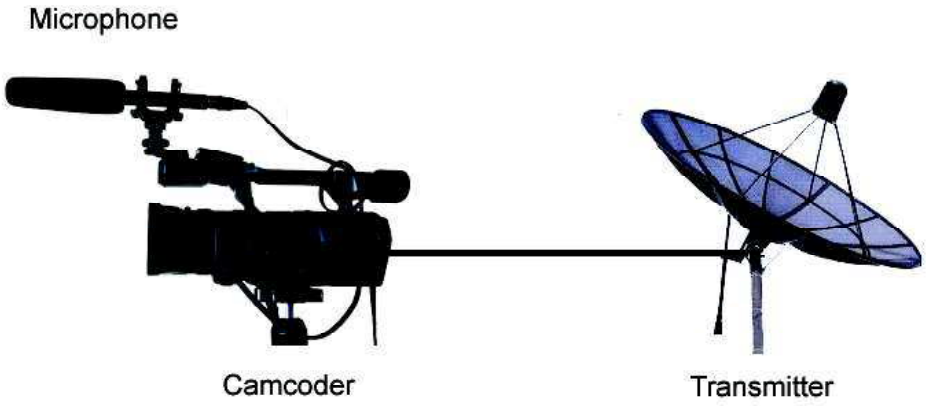


Fig : ENG System

The camcorder includes all video and audio quality controls as well as video and audio-recording facilities. A portable transmitter is necessary to send a live field pickup to the studio.

The ENG camera



Fig : A self-contained, potable colour camera configured for ENG

In the 1970s, advances in transistor technology and smaller video image-sensing tubes made possible the much smaller, portable video cameras. Use of film camera for day-in, day-out television production ended once U-Matic videocassettes containing ¾ inch tape became available for portable video recording. Originally, ENG cameras and their companion video recorders came in two separate units. The videographer typically rested the camera on the right shoulder and carried the relatively heavy recorder by a strap slung over the left shoulder.



CHECK YOUR PROGRESS

Q.1. Define Electronic News Gathering.

……

……

……

Q.2. What is the purpose of ENG van?

……

……

……

8.6 ELECTRONIC FIELD PRODUCTION (EFP)

Electronic Field Production is the production of a television programme or programme segment by recording material on location with a single camera and editing this material to make the finished product. EFP mainly deals with smaller scheduled events. EFP uses both ENG and studio techniques. EFP is a television production term referring to television production which takes place outside of a formal studio, in a practical location or special venue. Typical applications of electronic field production include awards shows, concerts, major newsmaker interview, political conventions and sporting events. EFP is an advance on ENG, making location programmes of all kinds possible without having the cameras tied to an outside broadcasting (OB) vehicle. EFP places the emphasis on high-quality, multi-camera photography, advanced graphics and sound.

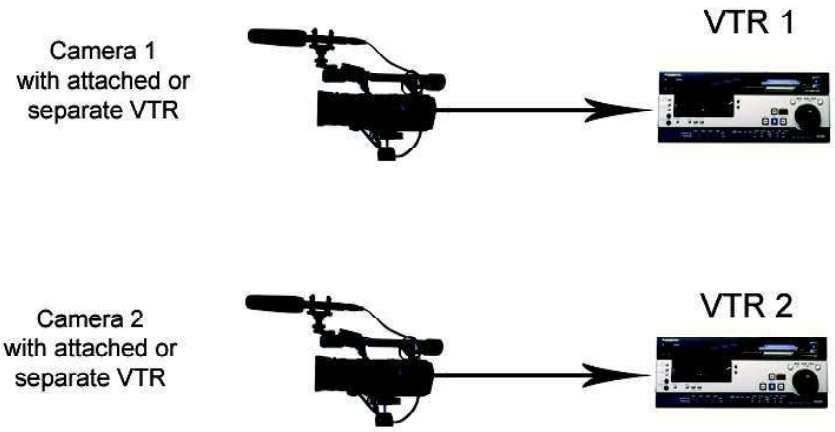


Fig : Electronic Field Production System

The EFP system is similar to that for ENG, but it may use more than one camera to feed the output to separate VTRs.

We can explain EFP in the following three stages – preproduction, production and postproduction stage.

(a) Preproduction

In the preproduction stage, EFP requires careful planning. The most important step in any preproduction activity is to translate the process message into the most effective and efficient production method-

whether to shoot it indoors, single or multicamera, in the normal sequence of events or shot-by-shot. Secondly, the chosen production method must be translated into specific medium requirements. The important activities in the preproduction stage are (a) location survey, (b) initial production meeting and (c) field production time line

In ***location survey***, an accurate location sketch or a map of the locale of a remote telecast is made. In case of an indoor remote, the sketch will show the dimensions of the room, the furniture and the window locations. In case of an outdoor remote, the sketch will indicate the location of buildings, the EFP vehicle, power sources and the sun during the time of telecast. An example of a sketch is given below :

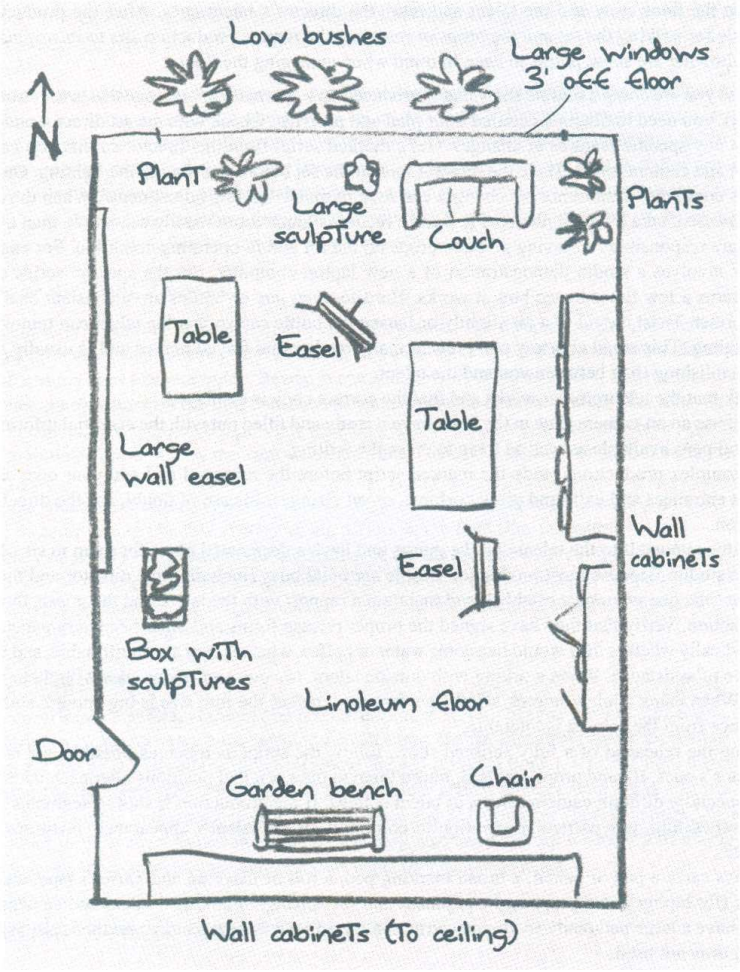


Fig : The location sketch of an artist's studio shows the major dimensions, doors, windows and furnishings. This sketch gives important information about lighting and audio requirements, camera positions, and shooting sequences.

In ***Initial production meeting***, the key personnel are involved including the production assistant (PA), the floor manager, and the crew chief or camera operator. In case of field productions that are complex in character, the LD (lighting director) might be involved. The location sketch is distributed and the major production steps are discussed. The crew members must be well aware of the exact location of the production and other relevant details of the production process.

In ***Field production time line***, a shooting schedule for a fairly elaborate field production is made as illustrated in the following diagram :

TIME LINE: FIELD PRODUCTION

7:30–8:15 a.m.	Equipment check-out
8:15 a.m.	Departure
9:15 a.m.	Estimated arrival time
9:30–10:00 a.m.	Production meeting with talent and crew
10:00–11:00 a.m.	Technical setup
11:00–11:30 a.m.	Lunch
11:30 a.m.–12:00 p.m.	Technical and talent walk-through
12:00–12:20 p.m.	Notes and reset
12:20–12:30 p.m.	Break
12:30–1:00 p.m.	Segment 1 tape
1:00–1:15 p.m.	Notes and reset for segment 2
1:15–1:45 p.m.	Segment 2 tape
1:45–1:55 p.m.	Break
1:55–2:10 p.m.	Notes and reset for segment 3
2:10–2:40 p.m.	Segment 3 tape
2:40–3:00 p.m.	Spill
3:00–3:30 p.m.	Strike
3:30 p.m.	Departure
4:30 p.m.	Estimated arrival time at station
4:30–4:45 p.m.	Equipment check-in

Fig : An example of a field production time line is shown

Talent: They are the actors and performers who appear on television.

Source : Handbook of Television Production (2006), Indian Edition, Herbert Zettl, Cengage Learning, New Delhi



Talent: They are the actors and performers who appear on television.

(b) Production

In this stage, the necessary equipment is checked, the setup is arranged, rehearsals and videotaping is done. An equipment checklist is prepared where ther are equipment like cameras, video recorders, monitor, RCU (remote control unit), adapters, batteries, cables and connectors and lighting instruments. The director must look into the minute details of the setup. Before we start with the actual rehearsal, one should have a brief walk-through first with the crew and then with the **talent** to explain the major production points, such as camera positions, specific shots and principal actions. After the walk-through is done, rehearsals should take place at the right earnest. When the scene is finally ready to be shot, videotaping is done. Just before the actual taping, the director of photography (DP) and /or the camera operator should see whether the camera is properly white-balanced for the scene location. After the final videotaping is done, the location has to be cleaned and the equipment packed up.

(c) Postproduction

The postproduction EFP activities are, for all practical purposes, identical to those of single-camera studio productions. Some of these activities include making protection copies and window dubs, logging all takes on the source tapes, capturing the various takes on the hard drive of the editing computer, doing a rough-cut and then doing an on-line edit that is transferred to the edit master tape.



CHECK YOUR PORGRESS

Q.1. Define Electronic Field Production.

……

……

……

Q.2. What are the three stages of Electronic Field Production?

……

……

……

Q.3. What do you mean by Field Production Time Line?

……

……

……

8.7 PERSONNEL INVOLVED IN PRODUCTION AND NEWS

Here, we shall confine our discussion to the personnel involved in production and news of radio and television as these are the two important electronic mediums.

a. Personnel involved in radio production

The size of the radio station and / or the budget often dictates the number of people involved and their job functions. There are essentially four people involved in radio production as given below :

- **The Scriptwriter :** the scriptwriter helps to clear up any misunderstanding with the written word.
- **The Sound Engineer :** a sound engineer is necessary to make everything work quickly and smoothly..
- **The Producer :** He /she is the overall incharge of achieving the end result.
- **The Voice Over (s) :** Voice over must be done by those persons who have expertise in this field.

However, with larger campaigns having larger budgets, the following personnel are also involved :

- **The Client(s) :** The client (s) pay the money for the session
- **The Media Sales Representative(s) :** The media sales Representative is responsible for booking the commercial airtime
- **The Advertising Agency :** The advertising agency acts as the writer and producer in a creative capacity or as an advisor to the client.

b. News Production Personnel in television:

Most of the television broadcast stations have their own news production personnel in their respective news departments. This is because news departments have a variety of production tasks at their disposal which must be completed at the shortest possible time. These people are dedicated exclusively to the production of news, documentaries, and special events and perform these highly special events.

As far as the television industry is concerned, the following people are involved in news production**:**

- **The Producers:** Producers are the creative force that makes the difference between a good newscast and a poor one. They are responsible for laying out the newscast, and determining the flow of the rest of the stories so that they best hold the attention of the viewers. They also play an important role in deciding how to use the video and sound bites that are available to them and their reporters and how best to work them into the newscast to maintain a maximum of interest. Each producer brings his or her own particular skills and abilities to the process and at the end of the day each newscast has a different look
- **The Executive Producer:** The executive producer is in charge of show producers and is responsible for the long-term look of the newscasts. He/she determines the set, the style of the opening and close, the choice of anchors, the philosophy, and other details in consultation with the news director and the station's general manager. The executive producer reports directly to the news director. In case of any problems with the newscast, the executive producer will have to do some explaining after the show gets over.
- **The Line Producer :** On a daily basis, the line (or show) producer is mostly responsible for deciding what goes into the news broadcast and makes sure it is ready to go on the air. Though the executive producer and the news director looks after most of the issues , yet most of the responsibility for preparing the newscasts is given to the line producer. He or she prepares the rundown

(lineup), which outlines which packages, voiceovers and readers will appear in the show, and in what order, and how much time will be devoted to each story. In case of any doubt as to which story should lead the newscast, the line producer consults with the executive producer and often includes the news director in that conversation. The line producer works in close connection with the assignment editor and reporters. They talk about the rundown, reporter assignments; the angle the producer wishes the stories to take, story times, and whether the story is used as a package or a voiceover. As the day progresses, the line producer usually updates the rundown to reflect any breaking stories.

- **Associate Producers :** The line producer is sometimes assisted by assistants known as associate producers in large cities and network newsrooms. These assistant or associate producers help reporters put together packages when they are in a rush or have been assigned to a second story. They cut sound bites and pick video for the packages. After a package is reduced to a voiceover, the associate producer usually handles all the details which also include writing the script. The associate producer also takes in the microwave or satellite feed from reporters in the field. While working with the line producer, the associate producer informs him or her if the feed has any problem. The associate producer often selects and edits parts of the feed to be used as voiceovers. Depending on the size of the news operation, there may not be any associate producers - writers are assigned the same duties. In many similar markets reporters are always responsible for cutting their own tape and putting the package together – with little or no help. However, in most of the stations in large markets, associate producers are not hired. Instead they hire show producers since they are more experienced and offer a lot of flexibility.
- **Field Producers :** Field producers are usually found in large markets and at the networks. They help reporters with research, plus the detail work, setting up interviews, locating people at the scene of the story (often in advance), directing the cameraperson,

and making travel arrangements. The field producer is often described as the "advance" person – the "facilitator". He or she speaks with the newsmakers in advance of the reporter's arrival, briefs the reporter on what the interviewees know about the story and suggests questions to be asked in interviews.

- **News director :** The news director is in charge of all news operations and bears the ultimate responsibility for all newscasts.
- **Assignment editor :** The assignment editor assigns reporters and videographers to specific events to be covered.
- **Reporter :** The reporter gathers the stories and often reports on-camera from the field.
- **Videographer :** The videographer is the camcorder operator. Also known as news photographer or shooter, the videographer decides on what part of the event to cover.
- **Writer:** The writer writes on-the-air copy for the anchors. The copy is based on the reporter's notes and the available videotape.
- **Videotape editor:** The videotape editor edits videotape according to reporter's notes, writer's script, or producer's instructions.
- **Anchor:** The anchor is the main presenter of newscast who is normally from a studio set.
- **Weathercaster:** The weathercaster is on-camera talent, reporting the weather.
- **Traffic reporter :** He/she is the on-camera talent, reporting local traffic conditions
- **Sportscaster :** The sports caster is a on-camera talent which gives news and commentary on sports.

c. Nontechnical Production Personnel

In production of television programmes, there are nontechnical production personnel, also known as above-the-line personnel. These personnel are generally involved in translating a script or an event into effective television images. They are also called above-the-line

personnel because they fall under a different budget category from the technical crew, who are called below-the-line personnel. The nontechnical production team includes the executive producer, the producer, the director, the art director and assistants as well as the writers and the talent.

A brief description of the nontechnical staff is given below :

i. **Executive producer :** The executive producer is in charge of one or several large productions or program series. He or she also manages budget and coordinates with client, station management, advertising agencies, financial supporters, the talent and writers' agents

ii. **Producer :** The producer of an individual production is responsible for all personnel working on the production and for coordinating technical and nontechnical production elements. He often serves as writer and occasionally as director.

iii. **Associate producer (AP) :** The associate producer assists the producer in all production matters. He/she often does the actual coordinating jobs, such as telephoning talent and confirming schedules.

iv. **Line producer :** A line producer supervises daily production activities on the set

v. **Field producer:** Field producer assists the producer by taking charge of remote operations (away from the studio). At small stations they may be part of producer's responsibilities

vi. **Production manager:** The production manager schedules equipment and personnel for all studio and field productions.

vii. **Production Assistant (PA):** Assists the producer and the director during actual production. During rehearsal, the PA takes note of producer's and/or director's suggestions for show improvement.

viii. **Director:** The director is in charge of directing talent and technical operations and is responsible for transforming script into effective

video and audio messages. The director may also juggle as the producer in small stations.

ix. **Associate director (PA) :** The associate director assists the director during the actual production in studio production, does timing for the director, in complicated productions helps "ready" various operations (such as presetting specific camera shots or calling for a VTR to start). He is also known as the assistant director.

x. **Talent:** Talent refers to all performers and actors who regularly appear on television.

xi. **Actor :** Someone who portrays someone else on-camera

xii. **Performer:** A performer is someone who appears on-camera in non-dramatic activities. Performers portray themselves.

xiii. **Announcer:** The announcer reads narration but does not appear on-camera. If on-camera, the announcer moves up into the talent category.

xiv. **Floor manager:** The floor manager is in charge of all activities on the studio floor. He/she coordinates talent, relays director's cues to talent, and supervises floor personnel except for large operations, responsible for setting up scenery and dressing the set. Floor manager is also known as the floor director or stage manager.

xv. **Floor persons:** The floor persons are mainly responsible for the set up and looking after the dress sets. They also operate cue cards or other prompting devices, easel cards, and on-camera graphics. They also help in arranging the set up and work portable field lighting instruments or microphone booms. Along with that they assist camera operators in moving camera dollies and pulling camera cables. Also known as grips, stagehands or utilities personnel, they act as wardrobe and makeup people at small stations.

Apart from the above mentioned important non-technical staff, there are also other additional production personnel as given below. In small operations these production people are not always part of the permanent staff, or their functions are fulfilled by other personnel.



Talent: They are the actors and performers who appear on television.

i. **Writer:** The writer is usually hired on a freelance basis. In small stations or in corporate television, the scripts are often written by the director or producer.

ii. **Art director :** The art director is in charge of creative design aspects of show (set design, location, and/or graphics)

iii. **Graphic artist:** The graphic artist prepares computer graphics, titles, charts and electronic backgrounds.

iv. **Makeup artist :** The makeup artist does the makeup for all talent and is hired on a freelance basis.

v. **Costume designer:** The costume designer designs and sometimes even constructs various costumes for dramas, dance numbers and children's shows. He/she is usually hired on a freelance basis.

vi. **Wardrobe person:** The wardrobe personnel handle all wardrobe matters during production.

vii. **Property manager:** The property manager is mainly found in large operations who maintains and manages use of various set and hand properties. In case he is not available, props are managed by the floor manager.

viii. **Sound designer:** The sound designer constructs the complete sound track (dialogue and sound effects) in post production. In large corporation he/she is hired on a freelance basis.

Technical personnel and Crew

The technical production personnel, also known as below-the-line personnel, consist of people who are primarily concerned with operating equipment. They are usually part of the crew. The technical personnel include camera

operators, audio and lighting people, videotape operators, video editors, C.G operators. The term technical does not necessarily refer to electronic expertise. Rather it refers to operating the equipment with skill and confidence. The engineers usually do not operate the equipment but they supervise its installation and ensure that the whole system operates smoothly.

Thus, above-the-line personnel include Executive producer, Producer, Associate producer (AP), Production assistant (PA), Production manager, Director, Associate Director (AD), Art Director, Sound designer, Talent and Writer. On the other hand the below-the-line personnel includes Studio supervisor, Technical director, Camera operators, Lighting director (LD), Floor manager, Floor persons, Video operator (VO), Audio technician, C.G operator, Videotape operator, Videotape editor, Makeup editor, Makeup artist, Wardrobe people, Scenery and property personnel and maintenance engineer. The technical personnel and crew have been enumerated below under engineering and non-engineering divisions. The technical personnel under engineering background include:

i. **Chief engineer**: The chief engineer is in charge of all technical personnel, budgets and equipment and designs system, including transmission facilities, oversees installations and day-to-day operations.

ii. **Assistant chief engineer:** Also known as the engineering supervisor, the assistant chief engineer assists the chief engineer in all technical matters and operations.

iii. **Studio or remote engineer-in-charge:** Commonly known as EIC, he/she oversees all technical operations.

iv. **Maintenance engineer:** The maintenance engineer maintains all technical equipment and troubleshoots during productions.

The technical personnel under non-engineering background include:

i. **Technical director (TD) :** The technical director does the switching and usually acts as technical crew chief.

ii. **Camera operator:** A Camera operator basically operates the cameras and often does the lighting for simple shows. They are also sometimes known as videographers or shooters while they are on field productions (ENG/EFP).

iii. **Director of photography (DP):** The director of photography is in charge of lighting and film productions. In case of EFP, they operate EFP camera.

iv. **Lighting director :** The lighting director is in charge of lighting and is normally seen in large productions

v. **Video operator (VO):** The video operator adjusts camera controls for optimal camera pictures (shading). They are also known as shader and often work during field productions and remotes.

vi. **Audio technician :** The audio technician is in charge of all operations and works audio console during the show. He is also known as audio engineer.

vii. **Videotape operator :** Videotape operator runs the videotape machine and/or disk based recording devices.

viii. **Character generator (C.G) operator :** The operator types and/ or recalls from the computer the names and other graphic material to be integrated with the video image.

ix. **Videotape editor :** The videotape operator operates postproduction editing equipment and also assists in creative editing decisions.

x. **Digital graphic artist :** The digital graphic artist renders digital graphics for on-air use. He /she can also be a non-technical personnel.

We should keep in mind that many of the functions of technical and non-technical production people overlap and even change, depending on the size, location, and relative complexity of the production.



CHECK YOUR PROGRESS

Q.1. What is the role of the Line Producer in case of television production?

……

……

……

Q.2. Who is a digital graphic artist?

……

……

……

Q.3. Which personnel are known as below-the-line personnel?

……

……

……

8.8 VIEWERSHIP / LISTENERSHIP

Viewership and listenership surveys are carried out in order to find out the popularity of a particular channel. Television rating point is one such criterion which shows the popularity of a channel or programme.

Television Rating Point (TRP) :

Television rating point is the criterion that indicates the popularity of a channel or programme and this data is very useful for the advertisers. In India, INTAM (Indian Television Audience Measurement) is the only electronic rating agency for calculating TRP. INTAM uses two methodologies for calculating TRP. First is frequency monitoring, in which 'people meters' are installed in sample homes. These electronic gadgets continuously record data about the channel watched by the family members. Another technique which is employed by INTAM is more reliable and relatively new to India. This method is known as picture method technique where people meter continuously records a small portion of the picture that is being watched on that particular television set. The data that is collected from the sample homes is later

matched with the main data bank to interpret the channel name. In this way rating on a national scale is produced. Television ratings are calculated in terms of “Television Rating Points” (or TRPs) where one TRP is equivalent to 1,064 lakh (106.4 million) adults (above age 15). Indian Market Research Bureau (IMRB) provides TRPs on a weekly basis while ORG-MARG provides Cable and Satellite TAMS (TV Audience Measurement). TRPs are of prime importance to all the stakeholders in the television entertainment industry namely the advertisers, broadcasters and content producers.

TRPs enable the advertisers to know the viewership of their advertisement. They provide information on whether their desired target audience is viewing their ads or not. The ratings aid the advertisers in determining the correctness of the rates quoted by the broadcasters of the ad spots of various television shows. In this way, the efficacy of advertisement spends can be determined. TRPs are also important for the broadcasters. The advertisement revenues of the broadcasters are determined by the overall economic environment and the viewership enjoyed by the progammes of the broadcasters. Channels enjoying high TRPs are able to garner higher subscription revenues whereas channels having lower TRPs are often offered as FTA (Free to air) channels. Higher TRPs also enable content providers to enjoy higher realizations. For example, Balaji’s programmes enjoy high viewership ratings, thus enabling the company to garner higher realizations per hour.

Audience measurement :

Audience measurement measures how many people are in an audience , usually in relation to radio listenership and television viewership. It is also used in relation to newspaper and magazine readership and increasingly web traffic on websites. Sometimes the term is used as pertaining to practices which help broadcasters and advertisers determine as to who is listening rather than just how many people are listening. The broader meaning of the term is known as audience research. In India, both All India Radio (AIR) and Doordarshan have established Audience Research Units (ARUs) in the major production centres. Each production centre has a research cell which is headed by an audience research officer and assisted by a staff of six to seven research personnel. The research methods that

are widely used by AIR and Doordarshan are listenership and viewership surveys (largely quantitative), summative and evaluation studies, feed forward studies and market surveys.

8.9 CONTENT CREATION AND ROLE OF ADVERTISING

Content creation is an important aspect of any radio or television programme. The popularity of any channel is determined by the quality of the porgramme that is beamed or broadcast to the audience. Advertising plays an important role in broadcasting to the listeners/ viewers the respective programmes. If the audience is unaware of the programmes, then the viewership / listenership will plummate leading to huge losses of the electronic media organizations. Television and radio commercials are important as they can influence people in buying products or popularize various programmes on different channels. The advertising power has built brands that were unheard of before the advent of TV into the national horizon.

Radio spots (advertisements) are made up of short catchy messages of anything from 15 to 30 seconds duration designed to deliver information, inspiration or instruction to the listeners. They are effective conveyors of quick messages. The themes of such advertisements can range from civic to social, political , religious, agricultural, health, environmental, livelihood to moral.

8.10 GENRE OR TYPES OF PROGRAMMES

8.10.1 Types of progammes in Radio

Radio progarmmes can be classified into two broad categories:

i. **Spoken word programmes :** It includes news bulletins, talks , discussions, interviews, educational programmes for schools and colleges, specific audience programmes directed at women, children, rural and urban listeners, drama, radio features and documentaries.

ii. **Music programmes :** It includes disc jockey programmes, musical performances of all types and variety programmes (known as magazine programmes)

News bulletins :

News bulletins are the most important programme in any radio station. News bulletins are put out by AIR almost every hour of the day in English and other regional languages. The main bulletins are of 15 minutes duration while the others are only of 5 minutes duration. Summaries of news stories in order of importance and interest- value are presented. National and International news get pride of place while those pertaining to regional and local news is read out only if time permits. Human interest stories and sports news usually round off the major bulletins.

Newsreels :

Newsreels generally are of 15 minutes duration. It presents 'spot' reports, comments, interviews and extracts from speeches. Compared to news bulletin, newsreel is a more complex and expensive format which calls for skilled tape editing and well-written link narrations.

Documentaries/ Radio Features :

Documentaries or radio features are usually factual, informational in character and sometimes educational in intent. The techniques of talks and drama are bought together to tell the story of events, past or present or those that are likely to happen in future. They may talk about the biography of a great leader or provide us with an interpretation of the different cultures and traditions of the world. In a documentary or radio feature, a narrator narrates the events which are interspersed with voices of real people/ actors and appropriate background effects and music.

Radio plays :

In a radio drama, the story unfolds through sound alone. Here, sound refers to dialogue/voices of people, background or mood effects and the like. Just like stage drama, radio drama is based on conflict, it uses characters and has a beginning, middle and an end. The voices of the characters must be clear and audible to the listeners. The average duration of a drama is 30-60 minutes. In the early years of Indian Broadcasting, radio plays were on the

lines of theatre as it existed on the stage in a particular region. During those days, radio plays were broadcast for three hours at a time.

Talks :

Radio talks are chats/ conversation with a friend who is not visible to you, but is close enough to be attentive to you. Radio talks should be such that the listener should feel that the speaker is addressing him/her in an informal manner. In a radio talk, the sentences must be kept short and simple yet descriptive and powerful. Radio talks have no definite structure but they must be interesting and informative to the listener.

Music programmes :

Music programmes are widely preferred by most of the people especially by the youth belonging to the age group of 18-25 years. The introduction of FM (Frequency Modulation) broadcasting in 1977 bought about a radical change in the way people perceive radio programmes. FM programmes include chat shows, news bulletins, contests, quizzes and plays.

Movie trailers :

Movie trailers are another form of programme where the narrator links the elements with dramatic appeals and announcements. The names of stars, the producer, director, playback singers and musicians figure prominently in the trailers. In Vividh Bharati, movie trailers are sponsored progammes which are usually of 15-30 minutes duration. They are packed with dialogues and songs from the film being advertised.

Quizzes:

Quiz shows are a wholesome entertainment programme for the family. It is largely studio-based and inexpensive to produce.

8.10.2 Types of programmes in television

Television programmes can be studied under **(a) scripted entertainment (b) unscripted entertainment and (c) informational**

(a) Scripted entertainment : scripted entertainment is further subdivided into the following –

- **Legal drama :** A legal drama is a work of fiction about crime and civil litigation. Subtypes of legal dramas include courtroom dramas and legal thrillers which come in all forms including novels, television shows and films. Some of the examples of legal drama are The Practice and Law and Order.
- **Comedy-drama :** comedy-drama is also known as dramedy or seriocomedy. It is a genre of television, theatre and film in which there is an equal or nearly equal balance of humour and serious content. Comedy-drama can be either half hour or hour long episodes with events taking place earlier, episodes being referred back to or having an effect in later episodes.
- **Medical drama :** a medical drama is a television genre in which events revolve round a hospital, an ambulance staff or any medical environment. Sanjeevani and Dil Mill Gaya are popular forms of Indian medical drama.
- **Police procedural :** This is a piece of detective fiction which attempts to convincingly depict the activities of a police force as they investigate crimes. It frequently depicts investigations into several unrelated crimes in a single story. Police procedurals depict a number of police-related topics such as forensics, autopsies, the gathering of evidence, the use of search warrants and interrogation.
- **Serial drama :** Serials in television are series that rely on a continuing plot that unfolds in a sequential episode by episode fashion. Serials typically follow main story arcs that span entire seasons or even the full run of the series. Domestically produced Indian-language television serials hit the TV screens during mid eighties. During that time, the soap operas that were telecast were from British, United States or German television. Examples of some British sitcoms were To The Manor Born, Some Mothers Do Love'Em and Sorry.
- **Science fiction or fantasy :** This genre of fiction deals with the impact of imagined innovations in science or technology. It differs from fantasy in that, within the context of the story, its imaginary

elements are largely possible within scientifically established or scientifically postulated laws of nature. Science fiction is largely based on writing rationally about alternative possibilities. Majority of science fiction relies on a considerable degree of suspension of disbelief provided by potential scientific explanations to various fictional elements.

- **Soap opera :** Soap opera is an ongoing, episodic work of dramatic fiction presented in serial format on television or radio. A crucial element that defines soap opera is the open-ended nature of the narrative, with series spanning several episodes. They run concurrently, intersect and lead into further developments.
- **Television comedy :** Television comedy had a presence from the earliest days of broadcasting. The range of television comedy is extremely broad to the extent that anything under the heading comedy can be put before an audience through the medium of television. The situation comedy or sitcom has been the most common, successful and culturally significant type of television comedy. These programmes feature recurring characters placed in humorous situations. Sketch comedy programmes differ from sitcoms in that they do not basically feature recurring characters and often draw upon current events and emphasize satire over character development.
- **Miniseries and TV movies :** A miniseries in a serial storytelling medium, is a production which tells a story in a planned, limited number of episodes. The term miniseries is generally a North American term. It refers to a single story told in separately broadcast episodes.
- **Animated television series :** Animated television series (or cartoon series) is a set of regularly presented animated episodes with a common series title, usually related to one another. These episodes share the same characters and a basic theme. The duration of each episode varies depending on the individual series. Series are produced as complete half-hour programmes or as

animated shorts of 15 minutes or even less. Cartoon series are sometimes grouped together according to network programming demands. Thus, a particular cartoon series may appear in a number of formats like The Batman/Superman Hour. Some of the most popular cartoon series are The Tom and Jerry show, Mickey Mouse and Donald Duck, Duck Back tales, The Jungle Book etc.

(b) Unscripted entertainment : Under this genre, the following programmes fall:

- **Talk shows :** A talk show or a chat show (British) is a television or radio programme where one person (or group of people) discusses various topics put forth by a talk show host. Sometimes talk shows feature a panel of guests, usually consisting of a group of people who are learned or who have great experience in relation to whatever issue is discussed on the show for that episode. The Oprah Winfrey show, The Ellen Degeneres, News Hour (Times Now) show are some of the most famous talk shows.

- **Reality television :** It is a genre of television programming that presents purportedly unscripted dramatic or humorous situations, documents and events, and usually features ordinary people instead of professional actors. Programmes that are aired in this genre are known as 'reality shows' and are often produced in series. Reality television frequently portrays a modified and highly influenced form of reality, utilizing sensationalism to attract viewers and so to generate profits.

- **Game shows :** A game show is a type of radio or television programme in which members of the public or celebrities, sometimes as part of team, play a game which involves answering questions or solving problems usually for money and /or prizes. Kaun Banega Crorepati, Dus ka Dum, and Sach ka Samna are some examples of popular game shows.

(c) Informational : The following categories fall under this genre:

- **News programmes :** A news program, news programme, news show or newscast is a regularly scheduled television programme that reports current events. A TV newscast is the ideal medium for presenting ceremonial events like coronations, swearing-in-ceremonies, arrivals and departures of VIPs, signing of treaties, parades , inaugurations and sports. In India, the standard newscast is read in a formal manner from a script (on cards or on an teleprompter), interrupted with an occasional still, a map, or a moving picture. The news is tailored frequently to the visuals available. ENG and other computerized graphics equipment are widely used which has led to an increase in the number of visuals. A news programme can include live or recorded interviews by field reporters, expert opinions, opinion poll results and occasional editorial content.

- **News bulletins and current affairs:** News bulletins, general news magazines and panel discussions of public affairs are some of the important news programmes on Doordarshan. Like most other programmes on National Network, these are broadcast either in Hindi or English. Visuals include slides, film clips, maps, diagrams, charts and other visual devices PTI-TV and UNI are two major sources for national and local news and reports. Doordarshan largely depends on Reuters and Asiavision for film clips of foreign news.

- **TV documentaries or Features :** Television documentaries are made on a variety of themes such as the state of pollution, poverty, famine, culture or the flight of construction workers. Documentaries are intended to enlighten, arouse, motivate or simply entertain. The format of a TV documentary takes the form of a 'direct presentation' of the substance of a problem or an experience or a situation. Documentary has been described as a 'filmmaking practice, a cinematic tradition, and mode of audience reception' that is continually evolving and is without clear

boundaries. Some of the famous documentaries are Fahrenheit 9/11, March of the Penguins and An Inconvenient Truth.

- **Infomercials :** Infomercials are long-format television commercials which are generally of five minutes duration or even longer. The word 'infomercial ' is a combination of the words "information" and "commercial". It consists of a commercial message designed to represent the viewpoints and to serve the interest of the sponsor. Infomercials are also known as paid programming (or teleshopping in Europe). Infomercials were first started in US where it was shown outside of peak hours (usually 2:00 a.m to 6:00 a.m). Though infomercials were originally applied to television advertising, it is now sometimes used to refer to any presentation (often on video) which presents a significant amount of information in an actual, or perceived, attempt to persuade to a point of view. The infomercials give the viewers the opportunity to call at a toll free number and order the product at a discounted price. The products that are generally marketed through infomercials are cleaning products (vacuum cleaner, car wash products), appliances(cooker and other home appliances) , food, beauty supplies (Herbal Hair Oil, Full Body Massage Chair, Spa treatment, Beauty creams, Sauna belt) etc.



CHECK YOUR PROGRESS

Q.1. What are newsreels?

……

……

……

Q.2. What do you mean by infomercials?

……

……

……

8.11 LET US SUM UP

In this unit you have been introduced to the concept of electronic media organization. Let us go through what we have learnt.

- Electronic media organizations are those organizations that operate through the use of electronic gadgets. The most important electronic media organizations are Radio and Television.
- News and Programme sections are two most important sections in Radio and Television. The newsroom comprises the most important section in a radio station. The individuals working in a radio newsroom varies depending on the size of the station, whether it is part of a cluster operation or a single outlet, and its format. In a small market a radio station on an average employs one or two full time news people. This does not apply to those outlets which are financially not sound to hire news people. However, these stations do not necessarily ignore the news story. Instead they delegate the responsibilities to their deejays to deliver brief newscasts at specified times.
- In the television sector, newsroom occupies a very important place. News is broadcast from the newsroom. The station manager oversees all operations of the television station: news production, sales, promotions, engineering, traffic (organizing the programming and commercials), accounting, programming, engineering and any other departments operating within the station. The news director is responsible for the operation of the news department. The assistant news director assumes duties as assigned by the news director. The executive producer is responsible for nearly every aspect of newscasts during his or her shift. The assignment editor tracks news stories and helps decide which stories the reporters and photographers will cover. The chief photographer oversees the photography equipment and often the news vehicles. The producer is responsible for a newscast's content, flow, video, graphics, camera shots, timing and many more such activities. In the programme section of



Acronym:
A word formed from the first letters of the words that make up the name of something. For eg, NG (Electronic News Gathering)

television and radio, programmes are sometimes recorded or beamed live to the listeners/viewers.

- Electronic News Gathering (ENG) is a broadcasting (usually television) industry **acronym** which stands for electronic news gathering. It can mean anything from a lone reporter taking a single camcorder out to get a story to an entire television crew taking a satellite truck on location to do a live report for a newscast. Electronic Filed Production is the production of a television programme or program segment by recording material on location with a single camera and editing this material to make the finished product.
- In radio production, four important people are involved – Script Writer, Sound Engineer, Producer, Voice Over. In case of television, both technical and non-technical personnel are involved in news production the prominent among them being Producer, Line Producer, News director, Anchor, videographer, reporter, writer, weathercaster, sportscaster and Sound Engineer.
- Viewership and listenership surveys are carried out in order to find the popularity of a particular channel. Television rating point is one such criterion which shows the popularity of a channel or programme. Television rating point is the criterion that indicates the popularity of a channel or programme and this data is very useful for the advertisers. TRPs enable the advertisers to know the viewership of their advertisement. They provide information on whether their desired target audience is viewing their ads or not. Audience measurement measures how many people are in an audience , usually in relation to radio listenership and television viewership. It is also used in relation to newspaper and magazine readership and increasingly web traffic on websites.
- Radio programmes can be classified into two categories – spoken word programmes and music programmes. News bulletins, talks, discussions, interviews fall under spoken word programmes while music programmes consist of variety of music shows that appeal to the general public. Television programmes are divided under

Scripted entertainment, Unscripted entertainment and Informational categories. Medical drama, Comedy drama, Legal drama, Police procedural, Serial drama, Science fiction, Soap opera, Television comedy, Animated series, Miniseries and Award shows fall under scripted entertainment programmes. Talk shows, Reality Television and Game shows fall under unscripted entertainment programme. News Programme, Documentary, News Bulletin and Infomercials fall under Informational category.



8.12 FURTHER READING

For further readings you can go through the following books :

- **Mass Communication In India,** *Third Edition, Keval J. Kumar, Jaico Publishing House, Mumbai*
- **Writing and Producing Television News**, *Second Edition, Eric K. Gormly, Surjeet Publications, New Delhi*
- **The Radio Station,** *Eight Edition, Michael C. Keith, Focal Press, United States of America*
- **Fundamentals of Television Production**, *Ralph Donald and Thomas Spann, Surjeet Publications, New Delhi*
- **Introduction to Media Production,** *Fourth Edition, Robert B. Musburger and Gorham Kindem, Focal Press, United States of America*



8.13 ANSWERS TO CHECK YOUR PORGRESS

Ans. to Q.No. 1. Electronic News Gathering (ENG) is a broadcasting (usually television) industry acronym which stands for Electronic News Gathering. It can mean anything from a lone reporter taking a single camcorder out to get a story to an entire television crew taking a satellite truck on location to do a live report for a newscast. In its early days, the term ENG was

used by newsroom staff to differentiate between the NG (newsgathering) crews that collected TV news with traditional film cameras and the new ENG crews who collected TV news with new electronic analogue tape formats like low band U-Matic. The essence of electronic news gathering is "getting the story" and presenting the information to the viewer. A successful ENG team produces a video segment that enables viewers to experience the event as though they were present at the particular place.

Ans. to Q.No. 2. ENG van is widely used in Electronic News Gathering. The main purpose of this van is to uplink news and events and transmits it to the different stations. This van looks like a small remote truck and contains computer-assisted uplink equipment. When it is used for news purposes, one or two VTRs (videotape recorders) record the camera output and play back a rough-cut or even unedited news videotapes for immediate uplinking.

Ans. to Q.No. 3. Electronic Filed Production is the production of a television programme or programme segment by recording material on location with a single camera and editing this material to make the finished product. When a television production happens outside the studio, it is known as electronic field production. EFP mainly deals with smaller scheduled events.

Ans. to Q.No. 4. The three stages of Electronic Field Production are Preproduction, Production and Postproduction stages.

Ans. to Q.No. 5. Field production time line is a shooting schedule for a fairly elaborate field production

Ans. to Q.No. 6. On a daily basis, the line (or show) producer is mostly responsible for deciding what goes into the news broadcast and makes sure it is ready to go on the air. Though the executive producer and the news director look after most of the issues , yet most of the responsibility for preparing the newscasts is given to the line producer. He or she prepares the

rundown (lineup), which outlines which packages, voiceovers and readers will appear in the show, and in what order , and how much time will be devoted to each story. In case of any doubt as to which story should lead the newscast, the line producer consults with the executive producer and often includes the news director in that conversation. The line producer works in close connection with the assignment editor and reporters. They talk about the rundown, reporter assignments, the angle the producer wishes the stories to take, story times, and whether the story is used as a package or a voiceover. As the day progresses, the line producer usually updates the rundown to reflect any breaking stories. Sometimes, the producer in consultation with the assignment editor, decide which reporter covers a particular story. But a good producer doesn't micromanage and allows the assignment editor to determine most staffing decisions.

Ans. to Q.No. 7. The digital graphic artist is a person who renders digital graphics for on-air use. He /she can also be a nontechnical personnel.

Ans. to Q.No. 8 The technical production personnel are known as below-the-line personnel. They consist of people who are primarily concerned with operating equipment. They are usually part of the crew. The technical personnel include camera operators, audio and lighting people, videotape operators, video editors and C.G operators

Ans. to Q.No. 9 Newsreels which are generally of 15 minutes duration are forms of news snippets. It presents 'spot' reports, comments, interviews and extracts from speeches. Compared to news bulletin, newsreel is a more complex and expensive format which calls for skilled tape editing and well-written link narrations.

Ans. to Q.No. 10. Infomercials are long-format television commercials which are generally of five minutes duration or even longer. The word 'infomercial 'is a combination of the words "information" and "commercial". It consists of a commercial message designed to represent the viewpoints and to serve the interest of the sponsor. Infomercials are also known as paid programming (or teleshopping in Europe). The

products that are generally marketed through infomercials are cleaning products (vacuum cleaner, car wash products), appliances(cooker and other home appliances) , food, beauty supplies (Herbal Hair Oil, Full Body Massage Chair, Spa treatment, Beauty creams, Sauna belt) etc.



8.14 MODEL QUESTIONS

Q.1. How does the news section in a radio station function?

Q.2. Differentiate between Electronic News Gathering and Electronic Field Production

Q.3. Describe the different genre of radio and television programme

Q.4. Write short notes on

i. Television Rating Points
ii. Audience Measurement
iii. Content Creation
iv. Documentary