PG JMC S4-04 (DSE)

TWO YEAR MASTER'S DEGREE COURSE
(CBCS in Accordance with NEP 2020)

SEMESTER IV

MEDIA MANAGEMENT

JOURNALISM AND MASS COMMUNICATION

Bhupen Hazarika School of Mass Communication
KRISHNA KANTA HANDIQUI STATE OPEN UNIVERSITY

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COURSE INTRODUCTION

In this course we are going to discuss the basic concepts on media management. This is an optional paper of the course. 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 concept of business communication and media management.

UNIT - 1 : INTRODUCTION TO MANAGEMENT

This is the first unit of the course on 'Media Management'. In this unit, you shall come to know about the concept of management, characteristics of management, scope of management; evolution of management thought, levels of management and functions of management.

UNIT - 2 : DEVELOPMENT OF MANAGEMENT THOUGHT

This particular unit will help you to understand the development of Management Thought which includes the Classical Approach, Behavioural Science Approach, Modern Approach, Systems Approach and Contingency Approach

UNIT -3 : MEDIA MANAGEMENT

In this unit you shall be able to know how media has grown as an industry and profession.

UNIT-4 : MEDIA ORGANISATIONS

This unit will introduce you to the structure of a media organization which includes both print and electronic media. This unit will also give you a brief overview of International Media and Communication Organizations

UNIT- 5 : MEDIA OWNERSHIP

In this unit you will learn about the different ownership patterns of mass media in India - Individual ownership, Partnership, Corporation, Group or Chain Ownership, Employee ownership, Vertical ownership, Joint Operations, Cross ownership

UNIT - 6 : ORGANIZATIONAL STRUCTURE OF AN ELECTRONIC MEDIA ORGANIZATION

This unit will introduce you to the different organisational aspects of an electronic media organisation. You will also get a brief overview of the concept of Electronic News Gathering (ENG) and Electronic Field Production (EFP). The different programmes that was usually broadcasts in case of radio and television will also be discussed.

UNIT-7 : ORGANIZATIONAL STRUCTURE OF A PRINT MEDIA ORGANIZATION

This particular unit will discuss the organizational structure of a print media establishments which

includes the Editorial Department, Business Department, Production Department and Reference Section. The role and coordination among the different departments have also been discussed in detail.

UNIT-8 : ORGANIZATIONAL STRUCTURE OF AN ADVERTISING AGENCY AND PUBLIC RELATIONS FIRMS

This unit will basically throw light on the organizational structure of an advertising agency and a public relations firm

UNIT - 9 : LEADERSHIP AND WORK MOTIVATION

In this unit, the importance of leadership in a media organization ,job performance, impact of technology on the performance of the employees and the concept of Division of Labour have been discussed in detail

UNIT - 10 : MANAGERIAL DECISIONS IN MEDIA ORGANISATIONS

This unit will give you a brief overview of the types of decisions that are usually observed in media organisations

UNIT -11 : ISSUES RELATED TO REGULATION AND SELF-REGULATION IN MEDIA ORGANISATIONS

In this unit, you will get to know about the need for regulation , how self-regulation is maintained by Media Companies and some of the areas of legal concern

UNIT - 12 : CAREERS IN MEDIA

This particular unit talks about the different placement opportunities in the field of media and mass communication . It also discusses about the fellowships that are offered in this particular field.

UNIT-13 : INRODUCTION TO BUSINESS ETHICS

Ethics is considered to be a very important part of business. In this unit, you will be introduced to the concept of Business Ethics, the elements of Business Ethics, need for Business Ethics, factors affecting Business Ethics, theories of Ethics and the meaning of ethics in Global Context

UNIT- 14 : 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 - 15 : 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.

While going through this course, you will come across some along-side boxes, which are put on the left side or right side of the text. These boxes will explain you meaning of some words and concepts within the text. Apart from this, there will be some broad and short questions which have been included under 'Activity' and 'Check Your Progress' in every unit. Activities will increase your thinking capacity because questions put in Activity are not directly derived from text. Answers to the short questions have been put under section 'Answers to Check Your Progress'. Besides, a few text-related questions have been put in 'Possible Questions'. These questions will help to draw your attention on the probable topics for the examination so that you can prepare for the examination with confidence.

UNIT 1: INTRODUCTION TO MANAGEMENT

UNIT STRUCTURE

1.1 Learning Objectives
1.2 Introduction
1.3 Concept of Management
  1.3.1 Characteristic of Management
  1.3.2 Scope of Management
1.4 Evolution of Management Thought
1.5 Administration Vs Management
1.6 Levels of Management
1.7 Functions of Management
  1.7.1 Planning
  1.7.2 Organizing
  1.7.3 Staffing
  1.7.4 Coordination
  1.7.5 Controlling
1.8 Management Styles in Indian context
1.9 Let Us Sum Up
1.10 Further Reading
1.11 Answers to Check Your Progress
1.12 Model Questions

1.1 LEARNING OBJECTIVES

After going through this unit you will be able to:

- define the meaning and scope of management
- differentiate between management and administration
- explain levels of management
- outline functions of management.

1.2 INTRODUCTION

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 hospitals, educational and social institutions and government.

In this unit we will discuss various aspects of Management.

1.3 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 few of the important definitions of the term 'management'.

- 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".
- S. George "Management consists of getting things done through others. Manager is one who accomplishes the objectives by directing the efforts of others".
- 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 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.

1.3.1 Characteristics of Management

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

- ***Management is an activity***. Management is a process of organized activity, which is concerned with the efficient use of the factors of production.
- ***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
- ***It is concerned with the efforts of a group***. According to Appley, management is concerned with the management of people and not the direction of things. It inspires and motivates workers to put their efforts to the maximum extent.
- ***Management is getting things done.*** According to Koontz and O' Donnell, management is the art of getting things done through and with the help of people in formally organized groups.
- ***Involves decision-making.*** It is said that management is the decision making process and the decisions are involved in all the functions of management.
- ***It co-ordinates all activities*** and resources through its various functions to attain the stated objectives.
- ***It is a universal activity.*** The techniques and tools of management are universally applicable irrespective of the nature and size of the enterprise.
- ***It is an integrating process.*** It integrates men, machines, money and materials for carrying out the operations of an enterprise to achieve the stated objectives.
- ***It is intangible.*** It is abstract and cannot be seen with the eyes. It is reflected by the quality of the organization and the results such as increased productivity and increased morale of the employees etc.
- ***Management is both science and art.*** Management is science as 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.

- ***It is a profession***. Gradually, it is becoming a profession because these are established principles of management, which are being applied in practice.
- ***It is dynamic not static***. Management adapts itself to the social changes and also introduces innovation in methodology.

1.3.2 Scope of Management

Management includes the following aspects:

- **Subject matter of management**. It consists of various management functions such as planning, organizing, staffing, directing and controlling.
- **Functional areas of management.** It consists of the following functional areas:
  - **Financial management:** It includes cost control, budgetary control, financial planning etc.
  - **Personnel management:** It includes recruitment, training, promotions, retirement, industrial relations, social security, etc
  - **Purchasing management:** It consists of purchasing of raw materials, maintaining of stock records and material control etc.
  - **Production management:** It deals with production planning, quality control and inspection, production control techniques, etc.
  - **Marketing management:** It includes marketing of goods and services, price determination, channel determination etc.
- **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, behavioural science, statistics etc. are necessary.



CHECK YOUR PROGRESS

Q 1: Choose the correct answer-

A) Management is concerned with-

(i) Formation of goals (ii) Accomplishment of goals

(iii) Performance appraisal (iv) All of the above

B) Management is –

(i) A group activity (ii) A decision making process

(iii) An integrating function (iv) All of the above

C) Functions of management is/are–

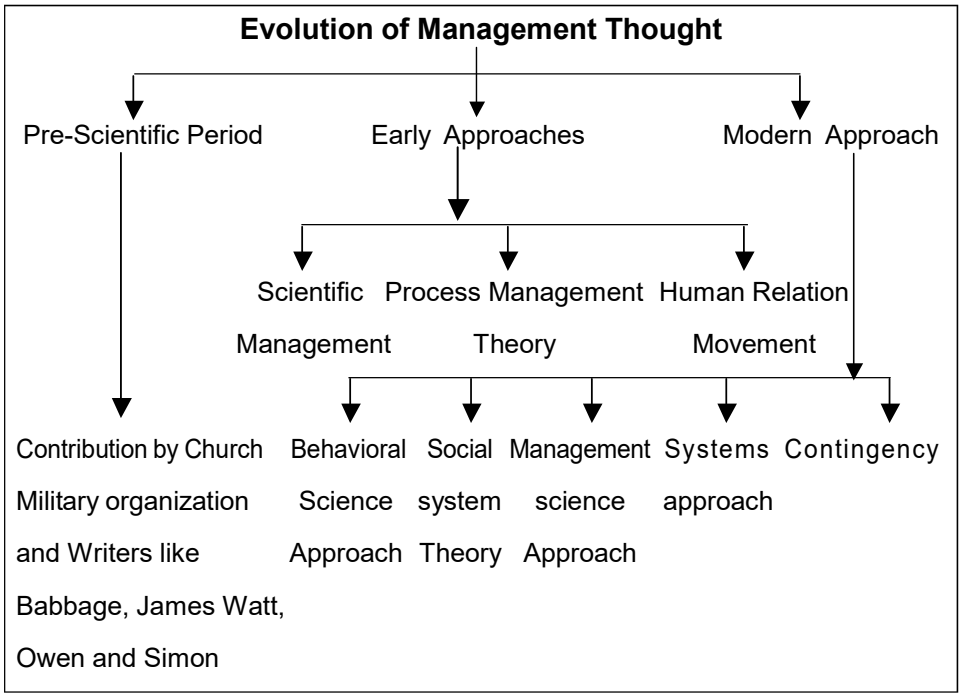
(i) Keeping records (ii) Planning

(iii) Controlling (iv) Both (ii) and (iii)

1.4 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:

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 the 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 making a systematic study of management and a beginning was made by Fredrick Taylor at the beginning of the present century whose thoughts came to be known as Scientific Management.



Rule of Thumb : It is a rule or principle that provides guidance to appropriate behavior.

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.

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 system 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

Around 1910, Henry 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 flavor of the process management theory.

The fourteen principles of management are:

(1) Division of work, (2) Authority, (3) Discipline, (4) Unity of Command (5) Unity of Direction (6) Subordination of individual interest to the general interest (7) Remuneration (8) Centralisation (9) Scalar chain (10) Order (11) Equity (12) Stability of tenure of personnel (13) Initiative (14) Espirit de corps (Spitit of cooperations).

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).

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 during 1927-1932. 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 remains and are being applied even today by managers.

Modern Management Approaches

Behavioural Science Movement**:** The behavioural science approach through its research studies of individual behaviour 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 behavioural 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. H. Maslow, F. Hertzberg, V. Vroom and D. Mc Gregor. While Maslow developed a need hierarchy theory to explain human behaviour within an organization, Hertzberg and Vroom developed motivational models, which explained the causes of human behaviour and motivation in business. Behavioural science movement has drawn heavily on the work of Maslow to explain human behaviour and the dynamics of motivation process. McGregor developed his two theories, viz., Theory X and Theory Y and also explained certain basic assumptions about the human element. The classical theory reflected almost all the aspects of Theory X while the behavioural approach theory of management reflected almost all the aspects of Theory Y.

Elements of Neo-Classical Theories. This theory may be stated as follows.

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



CHECK YOUR PROGRESS

Q 2: Choose the correct answer-

(A) Who is the father of scientific management?

(i) Henry Fayol (ii) Elton Mayo (iii) F. W. Taylor
(iv) Gilberth

(B) Administrative theory of management was developed by–

(i) F. W. Taylor (ii) A. H. Maslow
(iii) L. Gulick (iv) Henry Fayol

(C) The fourteen principles of management were developed by–

(i) F. W. Taylor (ii) Henry Fayol

(iii) Elton Mayo (iv) L. F. Urwick

(D) The era of human relations was initiated by–

(i) Henry Fayol (ii) A. H. Maslow

(iii) Elton Mayo (iv) None of the above.

(E) The contribrutors to behavioural science movement were-

(i) Henry Fayol and L. F. Taylor

(ii) Elton Mayo and L. F. Urwick

(iii) A. H. Maslow and Mclaregor

(iv) None of the above.

1.5 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 around 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:

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



Demarcation: The boundary of a specific area

1.6 LEVELS OF MANAGEMENT

The term **l**evel 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, and inspector and so on.



1.7 FUNCTIONS OF MANAGEMENT

Henry Fayol in the early part of 20th century classified the functions of management as planning, organization, command, coordination and control. Luther Gulick classified the functions of management by using the alphabets POSDCORB 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.

1.7.1 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 enterprises, 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 1.1

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

1.7.2 Organising

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.

1.7.3 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 sub-ordinates like divisional heads of the enterprise. Similarly, departmental heads or their subordinates also perform the staffing function.

1.7.4 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.

1.7.5 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.



CHECK YOUR PROGRESS

Q 3: 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.

Q 4: Choose the correct answer–

(a) Chairman of a company belongs to-

(i) Top management (ii) Middle management

(iii) Lower management (iii) None of the above

(b) Overall strateqies are converted into goals by–

(i) Top level managers (ii) Lower level managers

(iii) Both (i) and (ii) (iv) Middle level managers

(c) Planning function is done by–

(i) Top level managers (ii) Middle level managers

(iii) Lower level managers (iv) All of the above

(d) The functions of organising involves–

(i) Formulating organisational objectives

(ii) Recruiting people for the organisations

(iii) Determining activities for achievement of organisational objectives

(iv) All of the above.

(e) Staffing function is not concerned with–

(i) Selection of people for the organisation

(ii) Remuneration of employees

(iii) Determining standards of measurement

(iv) Performance oppraisal of emplayees.

1.8 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 prefers authoritarian style but the latter prefers participative style.



1.9 LET US SUM UP

In this we have discuss the following aspects of Management :-

- 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, staffing and controlling the business operations in such a manner 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 relations management and (iii) modern management approaches represented by behavioural science movement, quantitative approach, social system approach etc. Each of these approaches has made 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.



1.10 FURTHER READING

1) Gupta R.N. (2006). Business organisation and management, New Delhi, S. Chand &b Company Ltd.

2) P. C. Tulsian & Pandey Vishal (2008). Business organization and management. New Delhi, Pearson Education Ltd.

3) Knootz Harold & Weihrich Heinz (2007). Essentials of management: An international perspective. New Delhi, Tata McGraw Hill.

4) Massie Joseph (2007). Essentials of management. New Delhi, Prentice – Hall of India Pvt. Ltd.



1.11 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q No 1: (A) (iv) (B) (iv) (C) (iv)

Ans to Q No 2: (A) (iii) (B) (iv) (C) (ii)
(D) (iii) (E) (iii)

Ans to Q No 3: (i) True, (ii) False (iii) False (iv) True (v) True.

Ans to Q No 4: (a) (i) (b) (iv) (c) (iv)
(d) (iii) (e) (iii)



1.12 MODEL QUESTIONS

A. Short Questions (Answer each question in about 150 words)

Q 1: What is the top- down approach to planning?

Q 2: What is coordination?

Q 3: What does controlling mean?

Q 4: Write short notes on (i) Human Relations Management (ii) Modern Management.

B. Long Questions (Answer each question in about 300-500 words)

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.

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UNIT 2: DEVELOPMENT OF MANAGEMENT THOUGHT

UNIT STRUCTURE

2.1 Learning Objectives

2.2 Introduction

2.3 Development of Management Thought

2.4 Classical Approach

- 2.4.1 Frederick Winslow Taylor and Scientific Management
- 2.4.2 Henry Fayol and Administrative Management
- 2.4.3 Comparison Between Taylor and Fayol

2.5 Neo-Classical Theory

- 2.5.1 Hawthorne Experiments
- 2.5.2 Behavioural Science Approach

2.6 Modern Approach

- 2.6.1 Contribution of P.F. Drucker
- 2.6.2 Quantitative or Management Science Approach
- 2.6.3 Systems Approach
- 2.6.4 Contingency Approach

2.7 Let Us Sum Up

2.8 Further Reading

2.9 Answers To Check Your Progress

2.10 Model Questions

2.1 LEARNING OBJECTIVES

After going through this unit you will be able to:

- explain the development of management thought
- discuss the classical theory of management
- explain the contributions of Taylor to Scientific Management
- describe the approach of Fayol's administrative management
- compare the contributions of Taylor and Fayol
- explain the neo-classical theory of management
- discuss the Hawthorne Experiments

- understand the behavioural science approach and modern theory of management
- explain the contributions of P.F. Drucker
- describe the quantitative, systems and contingency approach of management.

2.2 INTRODUCTION

This unit starts with an introduction to the process of development of management thought. Then the different theories of development of management thought have been explained with special reference to Taylor's Scientific Management and Fayol's Administrative Management concept. A comparison between both has also been presented in the unit. In addition to this, the unit also discusses the famous Hawthorne experiments and the contributions made by Peter Drucker to the field of management. The different theories are categorized under various approach like classical, neo classical and modern.

2.3 DEVELOPMENT OF MANAGEMENT THOUGHT

Management today is counted as one of the most important fields of study owing to its ever increasing importance for organisational effectiveness. The various principles and concepts of management facilitate efficiency in organisational operations. These guiding principles of management, however, were not formulated overnight. In fact, the reality is that the concept of management has co-existed human civilisation since time immemorial. Man has always engaged in the management of fellow men or other resources in some way or other. So management has always been a part of the routine human lives as experiences and experiments. But, the recognition of management and its importance as a distinct field or discipline is a recent phenomenon. Thus, any organised attempt to systematise all the experiences and experiments as management practices could be traced back to around the late 19th century. Since then, management thoughts have been evolving on a continuous basis. The development of management thoughts can be understood by delineating the process over

the entire time span till date. This time span over which the different concepts of management have developed may be categorised into five eras, namely:

1) Pre-scientific Management era (before 1880)
2) Scientific Management era (1880-1930)
3) Human Relations era (1930-1950)
4) Social science era (1930-1950)
5) Management Science era or Modern Management era (1950 onwards)

These time periods are not exact though and maybe counted as suggestive only. This is mainly because of the fact that different intellectuals from different backgrounds were making their observations, experiments and recommendations in an overlapping manner both in terms of time and ideas. Similarly, another way of understanding the development of management thought is to classify the management thoughts and ideas into three distinct theories of management: *classical, neo-classical and modern approach*. These have been explained further.

2.4 CLASSICAL APPROACH

The classical approach comprises of the development in management thought that mark the beginning of the systematic study of management. It includes the contributions of Robert Owen, Charles Babbage, James Watt and Henry Town in regard to emphasis on personnel aspects of management and benefits for them spread over the two eras of pre-scientific and scientific management. However, their contributions were considered insignificant in terms of stimulating management study as a distinct discipline. Yet, they are believed to have set the stage for a systematic study of management, which was initiated by Taylor in the early part of the 20th century. This study later came to be known as Scientific Management.

2.4.1 Frederick Winslow Taylor and Scientific Management

Frederick Winslow Taylor was born in 1856 in Philadelphia, USA. Born into a middle class family, Taylor began his career in

1870s as an apprentice in a small machinery making shop in Philadelphia. He later joined the Midvale Steel Company as a worker and then rose to the position of a supervisor and finally the Chief Engineer. Taylor completed his Master of Engineering and subsequently joined the Bethlehem Steel Company and became the General Manager. Both during service and post retirement, Taylor continued with his experiments and research on how to increase efficiency of people. His findings and contributions compiled together gave way to what we know as "Scientific Management" today. Since Taylor emphasised on solving managerial problems in a scientific manner, he is referred as the 'father of scientific management' and his contributions as the 'principles of scientific management'. According to Taylor, "scientific management means knowing exactly what you want men to do and then seeing that they do it in the best and cheapest way."

Taylor's contributions can be described in two parts: elements and tools of scientific management and principles of scientific management.

a) Elements and tools of Scientific Management

In order to raise the efficiency level of the human beings at the workplace, Taylor conducted several experiments with a view to standardised the work and find out better means of doing it. These experiments eventually gave rise to the following distinct features of what is today known as scientific management:

i) **Separation of planning and doing :** According to Taylor, there must be clear separation of the planning aspect from the actual doing aspect of the work concerned. In other words, Taylor highlighted the need to entrust the planning job to the supervisor and free the worker for only the doing aspect of the work concerned.

ii) **Functional Foremanship :** This concept of functional foremanship was developed by Taylor based on the specialisation of functions. The idea of separating planning

from doing made way for a supervision system which allowed adequate planning work in addition to proper supervision on workers.

iii) **Job analysis :** Taylor suggested the concept of job analysis so as to find out the best possible way of doing things. Accordingly, time-motion-fatigue studies were considered as the ideal technique of determining the best means of doing a job. *Time study* involves determination of the time taken to do a work and finding the least time possible for getting it done. *Motion study* on the other hand tries to eliminate the wasteful movements and performing only necessary movements for a job concerned. And *fatigue study* deals with an assessment of the rest intervals necessary for ensuring full capacity for doing a job after taking proper rest. Thus Taylor's job analysis suggests the fair amount of a day's work requiring certain movements and rest periods to complete it.

iv) **Standardisation :** It refers to maintaining standards in respect of instruments and tools, period and amount of work, working conditions, cost of production etc. based on job analysis and various elements of costs required for performing a job. Screws and bolts to be used in automobile industry, we need screws and bolts of same size, same shape and same quality. To that extent we shall need same raw material, same production process. Standardization take care of all the aspects.

v) **Scientific selection and training of workers :** Taylor suggested the scientific selection of workers based on education, experience, physical capacity etc. and their adequate training for optimising effectiveness and efficiency.

vi) **Differential piece rate system :** Taylor observed that workers are highly motivated by financial incentives. Hence he applied the differential piece rate system, under which the workers of higher efficiency were paid higher wages and slow and inefficient workers were penalised by paying lower wages.

vii) **Economy :** Scientific management also emphasised on economy and profit aspects of industry. Taylor highlighted that use of scientific techniques helped to optimise the use of resources and eliminate wastages thereby bringing in more economy and profits for the firm.

viii) **Mental revolution :** Taylor believed that a healthy industrial climate is dependent upon the mental change in both the workers and the management. This change must be from conflict to cooperation, because without this, no other scientific principle of management would work.

b) Principles of Scientific Management

Apart from the mentioned elements of scientific management, Taylor gave certain basic principles of scientific management which can be stated as below:

i) **Replacing rule of thumb with science :** Rule of thumb means a principle which may not however be accurate and reliable in every situation. Hence, Taylor believed that these rules of thumb which emphasises estimation should be replaced with scientific method for ensuring precision in determining every aspect of a work.

ii) **Harmony in group action :** Taylor emphasised that there must be group harmony through mutual give and take situation thus enabling removal of discord and maximising optimal contribution from the group.

iii) **Cooperation not individualism :** Scientific management asserted the need for mutual cooperation between management and workers rather than chaotic individualism amongst the people in the organisation.

iv) **Maximum output in place of restricted output :** Taylor was against the idea of deliberately curtailing output and inefficiency. He stressed the importance of maximising output.In spite of the challenges like inadequate availability of man-power, raw-material, production facility etc.

v) **Development of workers to the maximum extent :** Scientific management underlines the need for scientific selection and training of the workers in order to develop them to the maximum possible extent and make them fully fit as per the changing work requirements.

Critical analysis of Scientific Management

Although scientific management indicates a remarkable development in the field of management, it is criticised on the ground that it relates more to the engineering perspective rather than the management viewpoint. In other words, it is more concerned with the technical aspect of efficiency instead of the broader aspects of management of an organisation. Apart from this theoretical considerations, it was also opposed by trade unions, industrialists and general public because many followers started taking an aggressive mechanical view of production and side-lined the human aspect at the work place. It further led to the growth of a strict authoritarian form of supervision and exploitation of workers. Hence, there were many who did not actually favour Taylor's scientific management.



CHECK YOUR PROGRESS

Q 1: What could be the ideal technique of determining the best means of doing a job?

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2.4.2 Henry Fayol and Administrative Management

Apart from Taylor, another significant contributor to the classical theory of management is the French industrialist, Henry Fayol. Fayol's contributions were first published in book form titled

'*Administration Industrielle at Generale*' in French language, in 1916. However, it was only after the publication of the book in English around 1929 that Fayol rose to prominence in the field of management. Fayol believed that management is a universal phenomenon and preferred to use the term 'administration' instead of 'management'. He further emphasised that principles of management are flexible and not absolute and are usable regardless of changing and special conditions.Fayol found that the activities of an industrial organisation may be divided into six groups:

1. Technical (relating to production);
2. Commercial (buying, selling, and exchange);
3. Financial (search for capital and its optimum use);
4. Security (protection of property and person);
5. Accounting (including statistics); and
6. Managerial (planning, organising, command, coordination, and control).

Fayol devoted himself to analyse the sixth one i.e. managerial activity because that was not as well-known as the previous five. The entire approach towards studying management by Fayol can be divided into three parts:

a) Managerial qualities and training : Fayol was the first person to identify the essential qualities of a manager. Accordingly, the six types of qualities that a manager requires are:

1. Physical (health, vigour and address);
2. Mental (ability to understand and learn, judgement, mental vigour, and capability);
3. Moral (energy, firmness, initiative, loyalty, tact, and dignity);
4. Educational (general acquaintance with matters not belonging exclusively to the function performed);
5. Technical (peculiar to the function being performed); and
6. Experience (arising from the work).

According to Fayol, the most important ability for a worker is technical with insight becoming the most important ability for top level executives. On the other hand, the relative importance of managerial ability increases as one goes up the scalar chain.

b) General principles of management : The general principles of management as given by Fayol consist of fourteen principles or statements of fundamental truth which establishes a cause and effect relationship between different variables.

These principles not exhaustive but suggestive in nature. ii) they are not rigid but flexible. The various principles have been stated as follows:

1. *Division of Work.* This principle was advocated by Fayol with a view to reap the benefits of specialisation that may result from proper division of work.
2. *Authority and Responsibility.* Fayol finds that there must be a parity of authority and responsibility, because responsibility arises out of authority and to discharge it well, there must be adequate authority assigned.
3. *Discipline.* Discipline indicates obedience, behaviour and outward mark of respect shown by employees. Fayol says the success of an organisation depends upon discipline, which may either be self-imposed or administered by management.
4. *Unity of Command.* Unity of command means a person should get orders and instructions from only one superior. This is for the purpose of avoiding the chances of conflict, chaos and confusions.
5. *Unity of Direction.* Fayol suggested that better coordination among various activities can be attained only when there is the concept of one head one plan practiced under the principle of unity of direction. This principle focuses on having common goals towards which all members and their efforts may be directed.

6. *Subordination of Individual Interest to General Interest.* This principle highlighted the importance of common interest above individual interest. During conflict situations, individual interest must be subordinated to general interest.
7. *Remuneration of Personnel.* Fayol believed that employees must be remunerated in a fair and satisfactory manner. He also favoured non-financial benefits though it was limited to only the largescale organisations.
8. *Centralisation.* The extent of centralisation and decentralisation would depend upon the type and needs of the organisation. Hence, according to Fayol, it is a matter of proportion and the management should decide the best balance of both.
9. *Scalar Chain.* Fayol suggested the principle of scalar chain with a view to clearly denote the line of authority and communication from the highest executives through each position to the lowest level. However, Fayol said, exceptions to this rule may be made and the route short circuited in special circumstances for the greater interest of the organisation.
10. *Order.* The principle of order underlines the importance of a proper place for both things and man. Material and social order is highly essential for ensuring successful management.
11. *Equity.* Equity indicates a balance of justice and kindness, which must be practiced by the managers while dealing with the subordinates.
12. *Stability of Tenure.* This principle refers to ensuring security of jobs for the employees and elimination of unnecessary turnover as well.
13. *Initiative.* It is all about coming forward with ideas or actions for greater interest of the organisation. This

principle emphasises the liberty that needs to be allowed to everyone in the organisation in terms of suggestions, opinions and plans.

14. *Esprit de Corps.* This principle is based on the idea of 'union is strength' and the extension of unity of command for establishing team work.

c) Elements of Management : According to Fayol, management should be viewed as a process consisting of five elements which actually represented the functions of management. These functions consist of planning, organising, commanding, coordination and control.Fayol is of the opinion that these functions are required at all levels of management and in all types of organisations.

2.4.3 Comparison Between Taylor and Fayol

After discussing about the two major contributors to the development of management thought, it becomes imperative to compare both the management giants. Both Taylor and Fayol tried to develop certain principles that would enable efficiency in work and management. Accordingly, this comparison may be done in the light of the similarities shared by both and the dissimilarities in their views.

Similarity. The main points of similarity between Taylor and Fayol may be stated as follows:

1. Both are classical management thinkers, theorists and practitioners.
2. Both attempts to solve managerial problems in a very systematic manner.
3. Both have developed a set of principles meant for solving managerial problems and ensuring efficiency in the process.
4. Both Taylor and Fayol emphasised that effective management actions can be attained only if it is based on sound principles.

5. Taylor and Fayol both emphasised that managerial qualities can be acquired through training, for which the organisations should make proper attempts.
6. Both have emphasised harmonious relationships between management and workers for the achievement of organisational goals.

Dissimilarity. Even though certain similarities between the two approaches have been highlighted, there exist certain differences between Taylor and Fayol's approach. These have been stated as below:

1. Taylor's approach had a shop-floor level perspective whereas Fayol's approach was mostly holding a higher management level perspective.
2. Scientific management focussed on efficiency through work simplification and standardisation but Fayol's approach highlighted overall efficiency by observing certain principles.
3. Taylor's principles resulted from scientific observation and measurement whereas Fayol's principles were the personal experiences translated into universal truths.
4. Taylor was concerned with the operative aspect of management but Fayol was related to the administrative aspect.
5. Taylor's principles were production and engineering oriented but Fayol's principles were more about managerial functions..
6. The overall contribution of Taylor can be understood as a basis for accomplishing on the production line but Fayol's contribution was towards a systematic theory of management.



CHECK YOUR PROGRESS

Q 2: Which principle of Fayol states the rule of *one head one plan*?

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2.5 NEO-CLASSICAL THEORY

The neo-classical approach to management consists of the developments that occurred during the human relations era and the social science era. It developed basically out of the famous Hawthorne experiments. Later on, many contributions have been added to this field. Besides Prof. Elton Mayo, this approach is based on contributions of behavioural scientists and social scientists as M.P. Follett, C.I. Barnard, Rensis Likert, A. H. Maslow, Douglas Mc Gregor etc.

The neo-classical theory recognises the significance of factors like informal organisation, informal leader, non-economic motivation etc. which were otherwise almost ignored by the classical theory. It is basically humanistic in its approach and adds the study of behaviour science in the field of management. In fact, many consider this approach as an extension of the classical theory of management. The famous Hawthorne experiments mark the beginning of the intensive and systematic analysis of human factor in organisations.

2.5.1 Hawthorne Experiments

The Hawthorne experiments were conducted at the Hawthorne plant of the General Electric Company, Chicago, by Prof. George Elton Mayo and his team . These experiments were initiated taking note of the need to investigate the real causes behind the dissatisfied workers and poor productivity. Though the company was counted as the most progressive company with pension and sickness benefits to the workers, productivity was not up to the mark. Hence, these researchers were called upon to study the situation. The researchers conducted various researches to study the relationship between productivity and physical working conditions. The experiments were carried out in four phases, with each phase attempting to answer the question raised at the previous phase. The four phases have been presented as follows:

i) *Illumination Experiments* (1924-1927). These were conducted initially to determine the effects of changes in illumination on productivity. The hypothesis to this experiment was that with higher illumination i.e. lighting at the workplace, the productivity would increase. Accordingly, a group of workers were chosen and placed in two separate groups. One group was exposed to varying intensities of illumination and the other was put under constant intensities of illumination. The former group was referred as experimental group and the latter as the control group. Interestingly, what was revealed was that illumination did not have any effect on productivity but something else did interfere with productivity. Then it was finally concluded that human factor was important in determining productivity. However, exactly which human aspect was affecting had to be determined through a new set of experiments. Hence followed the second phase.

ii) *Relay Assembly Test Room Experiments* (1927-28). These experiments were concerned with assessing the effect of changing job conditions on group productivity. A relay assembly test room was set up and two girls were chosen first to form a team of six girls. The remaining four were chosen as per the choice of the former two girls. The work related to the assembly of telephone relays and an observer was associated with the girls to supervise their work. The experiments started with numerous changes being introduced in terms of incentive system, rest period, working hours and workday as well. Interestingly, all of these resulted in an increase in productivity and a decrease in absenteeism and need of supervision. The researchers assumed that these positive factors were taking place because of the positive changes initiated. The researchers then decided to revert back to the original system of no rest and no benefits. Surprisingly, productivity increased further. This development led to a change in the assumption

that productivity increased due to positive changes in physical factors. Rather a new belief was created which emphasised that productivity actually increased due to the change in girls' attitude towards the work and the sense of belongingness and stability felt by them.

iii) *Mass Interviewing Programme* (1928-30). This set of experiments primarily focussed on understanding the workers attitudes and sentiments through interviews. Almost around 20,000 interviews were conducted during 1928 and 1930 to determine the employees' attitude towards company, supervision, insurance plans, promotion, and wages. The interview programme gave valuable insights about human behaviour in the company. It revealed the influence of group behaviour on the workers' behaviour in the organisation. However this was not considered to be satisfactory by the researchers and hence another series of experiments were being conducted.

iv) *Bank Wiring Observation Room Experiments* (1931-32). These experiments were conducted with a view to analyse the functioning of small group and its impact on individual behaviour. Accordingly a group was created with fourteen male workers to be employed in the bank wiring room. The hypothesis was that in order to earn more, workers would produce more and in order to get group bonus, they would help each other to produce more. However, in reality, this hypothesis did not hold good for reasons stated by workers as fear of unemployment of slow workers, increasing standards of performance etc.

This study suggested that informal relationships are an important factor in determining the human behaviour. The Hawthorne experiments facilitated the resolving of management-employee conflicts through better human relations in the organisation.

Implications of Hawthorne Experiment

The Hawthorne experiments have helped to unearth the factors that help to motivate people at the workplace. The major findings of the experiments can be presented as follows:

1. People are social beings, and hence social factors like informal system, logical and non-logical behaviour etc. along with their social characteristics determine the output and efficiency in the organisation.
2. Workers tend to form their own unofficial groups and get influenced by the group norms. The management cannot overlook this aspect and hence has to deal with workers as members of work groups subject to group influence.
3. Owing to different informal relations within the organisation, there is every possibility of conflicts taking place. This further leads to adjustment issues and the changes that might follow its absence or presence.
4. Leadership is important for directing group behaviour and it may be either formal or informal in nature. In some areas, informal leader is more important in directing group behaviour.
5. Friendly, attentive and genuinely concerned supervision affects the productivity favourably in comparison to a more controlled form of supervision.
6. Communication is an essential aspect of an organisation and a better understanding between management and workers can be developed through proper communication.

Criticisms of Hawthorne Experiments

Though Hawthorne Experiments is counted as one of the revolutionary developments in the field of management, it was not free from analysis and criticisms. Some of the major criticisms have been presented as follows:

i. It is considered to be a biased opinion of the researchers.
ii. Factors like role of unions, class consciousness, attitudes that workers bring in to the workplace were ignored.

iii. The Hawthorne plant was an unpleasant place of work and hence the findings cannot be generalised.

iv. It assumed workers as someone to be manipulated by the management and as a means to an end but not the end itself.

Despite these limitations, Mayo's Hawthorne experiments take the credit of discovering the importance of human factor in managing an organisation.



CHECK YOUR PROGRESS

Q 3: According to the Hawthorne Experiments, which type of relationship is an important determining factor of human behaviour in an organisation?

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2.5.2 Behavioural Science Approach

The neo-classical theory of management would remain incomplete without the special mention of the behavioural scientists and their significant contributions. Better referred to as the behavioural science approach, this approach puts more emphasis on human resources in an organisation compared to the other physical and financial resources. This approach can be understood from two perspectives: *interpersonal behaviour approach* and *group behaviour approach*. Both sociologists and psychologists have contributed to this approach of management. The major conclusions of this approach can be summarised as follows:

1. Job is a source of motivation to employees and people do not dislike work. Instead, if given an opportunity to establish objectives, they will want to achieve them.

2. There is tremendous untapped potential in the people which generally goes unutilised.
3. The manger must focus on using this untapped human potential for the organisation.
4. The manager should create a healthy environment to ensure optimum contribution from the subordinates.
5. Participation in important matters and self-direction for subordinates must be allowed.
6. Expansion of subordinate influence, self-direction and self-control is necessary for improving operating efficiency.
7. Full use of employee potential may lead to improvement in work satisfaction.

2.6 MODERN APPROACH

The modern approach of management is comparatively a recent development in the field of management. It is basically an extension of the previous two approaches and makes use of various mathematical formulae, statistical tools, economic models and engineering knowledge. Several experts like Herbert Simon, Tom Peters, Peter Drucker, Michael Porter, Stafford Beer etc. belong to this era. One of the major contributors worth discussing is Peter F. Drucker. The contributions of Drucker have been stated as follows:

Peter Drucker with his diverse experience and background consisting of psychology, sociology, law, and journalism, was the most widely known contemporary thinker of management. Through his consultancy assignments, Drucker contributed to various approaches of management thought. There are several books and important papers to his credit. Of the books authored by Drucker, *The Practice of Management* (1954), *Managing by Results* (1964), *The Effective Executive* (1967), and *Management Challenges for 21st Century* (1999) are worth mentioning. The main contributions of Drucker are stated below.

1. **Nature of Management:** Drucker emphasises innovation and creativity as the basic objective of management and he was

totally against the idea of bureaucratic management. He treated management as a discipline having its own tools, skills, techniques and approaches. Drucker also highlights the practice aspect of management.

2. **Management functions:** According to Drucker, management in itself has no functions or existence. It is the organ of its institution and enabling the institution to make contributions is the job of the manager. The manger has to perform certain functions which will ultimately help the organisation achiving its purpose and goal with its workforce in a socially responsible manner.
3. **Tasks of a manger:** A manager has to perform several functions within the organisational perspective. He has to play the role of the administrator for improving upon the existing and the already known methods.
4. **Key areas for setting of business objectives:** Drucker lays great emphasis upon the objective setting function of the manager and has identified eight key areas requiring clear objective setting. These are: market standing, innovation, productivity, physical and financial resources, profitability, managerial performance and development, worker performance and attitude, and public responsibility.
5. **Organisation structure:** Drucker emphasised three basic characteristics of an effective organisation structure. These are: i) enterprise should be organised for performance; ii) it should contain the least possible number of managerial levels; and iii) it must make possible the training and testing of tomorrow's top managers.
6. **Organising aspects:** Drucker identified major aspects for making the organising function effecive. He laid stress on identifying the activities to be performed in light of its execution and future impact.

7. **Federalism:** Drucker advocated federalism in the form of close links between the decisions adopted by the top management and the autonomous unit as well. He emphasised the participation of the local managements in the decision making that sets the limit of their own authority.
8. **Management by Objective:** Drucker introduced the concept of Management by Objectives (MBO) in 1954 and it is considered as one of his most important contributions to the management discipline. According to Drucker, MBO is all about setting clear cut objectives for each individual in the organisation keeping in mind the main goal and matching the resources with the objectives set. It also ensures participative management for providing motivation to the individuals.
9. **Organisational changes.** Drucker foresaw the rapid changes in the society due to the rapid technological developments. Hence, he suggested that human beings should be prepared with dynamic organisation structures in order to absorb these changes easily when compared to the static structures and face these challenges for making the society better.

Drucker's contributions have been recognised and accepted across the globe. His foresightedness and understanding have been readily welcomed by other management thinkers as well thereby making him one of the most popular thinkers of the present times.

2.6.2 Quantitative or Management Science Approach

Also known as the mathematical approach, this approach visualises management as a logical entity, the action of which can be expressed in terms of mathematical symbols, relationships, and measurement data. The prime focus here is the mathematical model and the main features of this approach can be stated as below:

i) Management can be regarded as the problem-solving mechanism with the help of mathematical tools and techniques.
ii) Every managerial activity can be quantified.

iii) It covers decision-making, systems analysis and some aspects of human behaviour.

iv) Operations research, mathematical tools, simulation, models etc., are the basic methodologies to solve managerial problems.

This is a fast developing approach towards understanding management and providing more exactness in solving managerial problems. However, it is criticised on the ground that it tends to ignore the human element governed by irrational factors as well.



CHECK YOUR PROGRESS

Q 4: What is the prime focus area of the quantitative approach to management?

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2.6.3 Systems Approach

This is an integrating approach that considers management in its totality. It emphasises interrelationships and interdependence of all components of an organisation. In fact, it counts management as a system at large. The systems concept applied to management, gives the following features of management:

i) Management is a social system which consists of many subsystems which are integrated to constitute an entity.

ii) Management is an open system which has to give weightage to environmental factors affecting it.

iii) Management has the basic role of adaptability to environment.

iv) Management as a system is dynamic as it tries to balance both internal processing and external interactions.

v) Management is probabilistic and cannot be certain owing to the dynamic environment.

vi) Management is multivariable as it has to consider many variables simultaneously thus making it complex in nature.

vii) The systems approach ensures that management takes an integrated view of managing and not an isolated view of a phenomenon.

Implications of the systems approach

The systems approach of management provides an integrated approach of managing and considers management in its totality.It rejects the simplistic approach of managerial analysis and suggests uniformity of management of an organisation with the demands of the organisational environment and the members' needs.

Limitations of the Systems Approach

Despite the highly held notions of the systems approach as the start of a unified theory of management, it suffers from certain limitations which cannot be overlooked. These limitations include:

i) The abstract nature of this system fails to state precise relationships among different factors in and outside the organisation thereby making it limited in its approach.

ii) The systems approach lacks universality in the sense that it is more applicable in case of large organisations and not suitable for small organisations.

In an attempt to overcome these limitations of the systems approach, a newer approach has emerged known as the contingency approach.

2.6.4 Contingency Approach

The contingency approach is another important component of the modern approach of management. It is based on the idea that there cannot be a particular management action that will be suitable for all situations. Rather, it counts an appropriate action as one which is designed on the basis of external environment and internal states and needs. Contingency approach tries to adequately fill the gap between organisation and its environment which is otherwise left out by the systems approach. This is facilitated by

suggesting what should be done in response to an event in the environment. This is also known as situational approach, and it takes into account not only the given situations but also the influence of given solutions on the behaviour patterns of an organisation. The basic features of the contingency approach can be stated as below:

1) Management action is contingent on certain action outside the system or subsystem as the case may be.
2) Organisational action should be based on the behaviour of action outside the system so that organisation should be integrated with the environment.
3) Because of the specific organisation-environment relationship, no action can be universal. It varies from situation to situation.

Implications of contingency approach

The major implications of contingency approach are as follows:

1) Management is entirely situational and there is nothing like universal principles of management or one best way of doing a particular thing. Rather the actions of managers are dependent on the circumstances and environment.
2) This approach suggests suitable alternatives for those managerial actions which are generally contingent upon external and internal environment such as organisational design, strategy formulation, leadership etc.
3) Since organisations interact with its environment, neither the organisation nor any of its subsystems is free to take absolute action. Rather, it has to modify and adjust the actions subject to various forces.

Limitations of contingency approach

Contingency approach suffers from certain limitations, which cannot be overlooked though.

1) Inadequate literature makes the subject of contingency approach insufficient in terms of providing a specific solution to a specific type of problem or situation.
2) Even though the suggestion of the approach is very simple, the practical application is very complex.

3) Contingency approach presents problems of testing the the theories which may be developed by using modalities.

4) It study what happens under a given situation?

No doubt these limitations do exist, but the organisations have to use this contingency approach according to the needs of the situations.



CHECK YOUR PROGRESS

Q 5: What is the main idea upon which the contingency approach of management is based?

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2.7 LET US SUM UP

In this unit, we have discussed the following aspects :-

- The development of management thought can be understood by classifying the management thoughts and ideas into three distinct theories of management: classical theory, neo-classical theory and modern theory.
- F.W. Taylor is known for the significant contributions made to the management field, especially in regard to the scientific management concept.
- Henry Fayol extended the administrative management concept in an attempt to analyse the managerial activity of an industrial organisation.
- The famous Hawthorne experiments mark the beginning of the intensive and systematic analysis of human factor in organisations under the neo-classical theory of management.
- The neo-classical theory of management would remain incomplete without the special mention of the significant contributions made by the behavioural scientists like Maslow, Herzberg, Argyris, Likert etc.

- Peter Drucker is considered to be one of the most influential contemporary contributors to the field of modern management, especially in regard to the concept of MBO.
- The systems approach is a part of the modern theory of management that considers management in its totality and emphasises the interrelationships and interdependence of all components of an organisation.
- The contingency approach is another important component of the modern theory and approach of management based on the idea that there cannot be a particular management action that will be suitable for all situations.



2.8 FURTHER READING

1) Koontz, H. & Weihrich, H. Essentials of Management,Tata McGraw Hill,New Delhi
2) Terry, G.R. Principles of Management
3) Prasad, L.M. Principles and Practice of Management.



2. 9 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q No 1: Taylor's job analysis involves the notion of time-motion-fatigue studies, which were considered as the ideal technique of determining the best means of doing a job. In fact, job analysis actually suggests the fair amount of a day's work requiring certain movements and rest periods to complete it.

Ans to Q No 2: Fayol suggested that better coordination among various activities can be attained only when there is the concept of one head one plan practiced under the principle of unity of direction. This principle focuses on having common goals towards which all members and their efforts may be directed.

Ans to Q No 3: According to the Hawthorne Experiments, informal relationship is an important determining factor of human behaviour in an organisation.

Ans to Q No 4: The prime focus area of the quantitative approach of management is the mathematical model. In fact, this approach visualises management as a logical entity, the action of which can be expressed in terms of mathematical symbols, relationships, and measurement data.

Ans to Q No 5: The contingency approach of management is based on the idea that there cannot be a particular management action that will be suitable for all situations. Rather, it counts an appropriate action as one which is designed on the basis of external environment and internal states and needs.



2.10 MODEL QUESTIONS

A. Short Questions (Answer each question in about 150 words)

Q 1: Discuss the contributions of scientific management to the development of management thought.

Q 2: Assess the contributions of Henry Fayol to management thought.

Q 3: State the essence of the neo-classical theory of management.

Q 4: Discuss the Hawthorne Experiments as an important development in the field of management.

B. Long Questions (Answer each question in about 300-500 words)

Q 1: Discuss the behavioural science approach of management.

Q 2: Assess the contributions of Peter Drucker in the development of management thought.

Q 3: Management is an open system which has to give weightage to environmental factors affecting it. Explain.

Q 4: Explain the contingency approach of management and its implications.

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UNIT 3: MEDIA MANAGEMENT

UNIT STRUCTURE

3.1 Learning Objectives

3.2 Introduction

3.3 Media as an industry and profession

3.4 Importance of media management

3.5 Let Us Sum Up

3.7 Further Reading

3.8 Answers to Check Your Progress

3.9 Possible Questions

3.1 LEARNING OBJECTIVES

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

- define media management
- explain the importance of media management

3.2 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.

3.3 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.

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. Over the next five years, the industry is projected to grow at a compound annual growth rate (CAGR) of 13 per cent to reach the size of US $ 24.04 billion by 2014, the report stated. Additionally, the gaming segment is expected to be the fastest growing sector in the media and entertainment industry.

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



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.

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.



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.

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.

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 in 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 Bharti, 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 a report (https:// www.statista.com/statistics/795293/india-market-size-of-radio-industry/ ; Basuroy, 2022) , radio industry across India had a market size of around 25 billion Indian rupees in the financial year 2020, down from about 27.5 billion rupees in the previous financial year. The market size of the industry was projected to be around 44.5 billion rupees by the financial year 2024. 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, etc. 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 broadcasted .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 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-

(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.



Morphed: Changed

(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



Foray: entry

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.

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.

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.



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

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?

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

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

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

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3.4 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 ahs 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.



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.5: What is the importance of media management?

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Q.6: What are the three major media traditions in modern India?

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3.5 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.



3.6 FURTHER READING

1. Media Economics, Understanding, markets, industries and concepts - Alan B. Albarran
2. Kuamr, Keval J (2020). *Mass Communication in India* . Mumbai : Jaico Publishing House
3. Aggarwal, Vir Bala and Gupta, V.S (2001) *Handbook of Journalism and Mass Communication*. New Delhi : Concept Publishing Company
4. Yadav, K.P (2006) *Media Management*. Adhayayan Publishers and Distributors



3.7 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: VendantiNET, 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.



3.8 MODEL QUESTIONS

A. Short Questions (Answer each question in about 150 words)

Q. 1: Can we call media an industry? Give examples

Q. 2: Briefly discuss motion picture industry

Q. 3: Write short notes on -

(a) FM Broadcasting

(b) Internet industry

B. Long Questions (Answer each question in about 300-500 words)

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

Q. 2: Describe the importance of media management

Q. 3: On what grounds can media be included in management?

(a) Print industry

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UNIT 4: MEDIA ORGANIZATIONS

UNIT STRUCTURE

4.1 Learning Objectives

4.2 Introduction

4.3 Structure of a Media Organization

- 4.3.1 Print Media
- 4.3.2 Electronic Media

4.4 National Media Organizations

4.5 International Media and Communication Organizations

4.6 Let Us Sum Up

4.7 Further Reading

4.8 Answer to Check Your Progress

4.9 Model Questions

4.1 LEARNING OBJECTIVES

After going through this unit you will be able to:

- explain the functioning of international media and communication organization
- discuss the emergence of national media organizations
- understand the structure of media organizations functional in the context of print and electronic media.

4.2 INTRODUCTION

In this unit, we are going to discuss about the structure of media organizations in Print and Electronic Media. It will also highlight the functioning of various national and international media organizations.

4.3 STRUCTURE OF A MEDIA ORGANIZATION

a. Print Media

In print media organization there are different departments which take various tasks to carry out smooth functioning of any print media organization. These are:-

1. Editorial department
2. Advertising department
3. Circulation department
4. Printing department
5. Administrative department
6. Stores department
7. IT department

1. Editorial department

For any print media organization, editorial department acts like a backbone. This department is responsible for content creation in any print media establishment. This department looks after the activities such as gathering of news, selecting and publishing the news item and laying them out for the print.

Through the below mentioned portfolios one would get the description of the functions performed by various staff members.

a. Publisher

The whole responsibility of multiple operations related to both editorial and business lies on the publisher. His main job is to maintain the healthy functioning of newspaper mainly in financial aspects.

b. Editor

The person who is associated with editorial responsibility looks after all the editorial content of the newspaper and also the monetary aspect. The size of the media organization determines the role and responsibilities of an Editor. Often in small media organizations, the publisher and the editor is the same person.

c. Editorial page editor

The editorial page editor mainly looks after the “op-ed” page of the newspaper. This page mainly focuses on newspaper’s editorials, letters to the editorial and columns.

d. Managing Editor

Managing editor has the responsibility to look after the day-to-day production of the newspaper. In a newspaper publication there is a position for city editor also. The city editor is sometimes called the metro editor. The city editor has the largest staff and assigns tasks to most of the local news reporters.

e. News Reporter

News reporter has the responsibility of gathering information for the news media organization. There are generally two kinds of reporters: a. beat reporter b. general assignment reporter. Beat reporter has the responsibility of covering the same subject or location. There are various beats in any news media organization that include legal reporting, political reporting and parliamentary reporting etc. General reporter mainly looks after the stories which are assigned to him by the metro editor.

f. Chief copy editor

The chief copy editor has the responsibility for carrying out the final decisions about the copy. The people who are associated with copydesk read stories and verify that they are written according to the newspaper's standards. She/he is in charge of the newspaper's copydesk.

g. Photo editor

A photo editor selects the photos for the newspaper prints. She/he has the responsibility of selecting, repositioning and editing photos for the dailies. A photo editor often comes from a photographer background.

h. Graphics editor and Graphics Reporter.

The graphics editor looks after the graphics and illustrations produced for the Dailies. She/he heads the graphics department which is also known as "art department". On the other hand graphics reporter designs the informational graphics. A graphics reporter is an expert in various forms of graphics and other creations.

2. Advertisement Department

As an integral mass media vehicle, newspapers are vehicles of advertising meant to appeal to their readers. As such, the advertising department is the one which is critical because it gets in the revenue necessary to sustain the newspaper. Generating revenue through advertising for the newspaper happens through various means. There can be several sections in this department one to look after local advertising, one for classified ads, one for general / national advertising, one for legal advertising and yet another one for preparing copy and so on. For example, there is a complete sales team in place, whose job is to push the newspaper as an advertising vehicle of choice to advertising and media buying agencies acting on behalf of clients, as well as clients.

The department carries out a number of functions, including accepting and processing orders from advertisers, creating advertisements, providing media information to advertisers and advertising agencies, helping businesses develop advertising plans and working with editorial teams to develop features that will attract advertisers or help clients place their products with a coordinated editorial writeup.

3. Circulation Department

The distribution of newspaper into multiple places is coordinated by the circulation department. The circulation department has the responsibility to take care of everything after the newspaper is printed. The circulation process constitutes delivering the publication to homes, to the postal service, to newsstands, vending machines and to other places it's circulated. This department is headed by major executive and circulation manager. Under the supervision of circulation manger there are multiple segments such as city circulation, area circulation and sales promotion. Promotion is a marketing activity. Under this activity the newspaper organization is responsible for initiating promotion policies.

4. Printing Department

The department is responsible for the printing of the newspapers. It carries out multiple activities on the corridors of production and printing

of the newspapers. From design to layout and the technicalities of production revolves around this department. With the advancement of technology, this department has transformed itself from analog to digital format.

5. Administrative Department

The department is in charge of planning, organizing and coordination of staff members. In its administrative work the core activities are selection of staff, promotion, maintaining leave records, issue associated with records, liaison with government departments and working with other departments. The administrative department also looks after the legal aspect of various newspaper organizations. However, it depends upon the newspaper organization to maintain separate legal and administrative wings for the organization.

6. IT Department

This department works parallel with production department. It is in charge of maintaining, improving and protecting equipment associated with newspaper organization. This department is headed by a Chief Engineer who looks after the operation and maintenance of engineering equipment. This department is not a part of editorial department but still plays a significant role in any publication organization.

b. Electronic Media

Electronic media is also known as Broadcast media. Under the broad category of electronic media there are two important channels of communication- radio and television. With the advancement of technology, the electronic media is also undergoing drastic transformation from analog to digital technology. More and more the transmission and production quality has excelled significantly. It has become the most important means to transmit information to the large and heterogeneous masses. Electronic media is witnessing multiple challenges with the advancement of internet technology. As a consequence, the pressure is on broadcast media to deliver high quality content.

Transmission & Infrastructure

This team is responsible for developing, monitoring and maintaining infrastructure for broadcasting both live and deferred programmes. It manages high definition transmission technology, content modulation and compression and other content distribution platforms. There are multiple roles and positions in transmission department such as maintenance engineer, production engineer, broadcast operations manager and transmission executive. This department looks after the technical aspects of broadcasting and on-air time.

Sales and Advertising

This department mainly looks after the revenue aspect in any electronic media organization. There are multiple persons who look after sales and advertising aspect. They book air time for high profile clients and deploy services associated with media buying and selling process. Each and every client is designated among account executives that carry out the responsibility to render services. With the growth of numerous private players in electronic media segments their entry had opened multiple opportunities. Along with the sales department there is another department called Advertising. It constitutes number of staffs such as art directors, electronic graphic artists, voice talent, market researchers who has the responsibility of reviewing and interpreting.

Content Management

The main function of this section is to drive content strategy and formulate strategic goals for the organization. In this age when we have numerous electronic media ventures and most of them are running for high TRPs the content management team has the responsibility to strategize plans through which they can attract more and more audiences. Some common Content management job titles are Chief Content Officer, Content Management Director and Creative Content Director.

Licensing

In any electronic media organization licensing department plays vital role in negotiating licensing process, operations activities related to licensing

and gathering licensing fees in multiple segments such as television, radio, digital content and music. It also ensures the distribution of content abiding intellectual property law. This department is headed by professionals such as licensing content specialist, licensing manager, intellectual property attorney, media licensing coordinator and sales analyst looking after the process of syndication.

News Operations

News operation division is mainly functional in the television news and radio news segment of electronic media. This section looks after the activities such as content creation, operations related to broadcasting and journalism activities. Within any news media organization there are multiple divisions such as desk, reporter, production and newscaster. For smoothening of news distribution process there are two major blocks a. Input and b. Output. Input has the responsibility to gather information for news media organization whereas output mainly looks after the dissemination of news into parent organization of any news house. The reporters and other news media professionals work under the leadership of news editor. Some common designations in news operations section are news anchor, reporter, stringer, copy editor, producer, camera operator etc.

Studio Operations

Electronic media specifically television segment is also known as glamorous medium. Any media organization associated with this segment is concerned about sound, stages, sets and offices. There are numerous operations and activities associated with this segment. The activities are set design, art direction, post production processes and other things. They also work to promote content support and production, on-screen talent and senior management staff.



CHECK YOUR PROGRESS

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

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Q.2: What is the responsibility of the chief copy editor?

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Q.3: What is the function of the circulation department of a print media organization?

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Q.4: Which department is in charge of planning, organizing and coordination of staff members?

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Q.5: What does the Sales and the Advertising department of an electronic media organisation look into?

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4.4 NATIONAL MEDIA ORGANZATIONS

Doordarshan (DD) is the largest public service broadcaster in India. It is a division of Prasar Bharati and works under the jurisdiction of the Ministry of Information and Broadcasting, Government of India. Doordasrhan has a four tier programme service- local, regional, national and international. The programmes include music, dance, drama, soap operas and feature films. The regional programmes are beamed on the platform of DD National at particular times. However in regional and local channels there are dedicated programmes for particular state. As public service broadcaster, Doordarshan has a mandate to serve for the public interest. Most of its

content revolves around the corridors of health awareness, literacy promotion, women empowerment, issues associated with marginalized communities etc. Doordarshan also has multi-channel Free to Air Direct to Home (DTH) service. This service was initiated in the year 2004 with 33 television channels and 22 radio channels.

The journey of Doordarshan started in the year 1959 with a small transmitter and studio. In the year 1965, the regular daily transmission started with five minutes news bulletin. After seven years in the year 1972, the television services extended to other cities such as Amritsar and Bombay. Both the offices-All India Radio and Doordasrhan were controlled by two separate Director Generals (DGs) in the year 1976. In 1982 during Asiad, Doordarshan came into existence as a national broadcaster. Same year India witnessed introduction of colour TV with live telecast of Independence Day event.

All India Radio (AIR)

All India Radio works under the Ministry of Information and Broadcasting and it provides information, education and entertainment to the common masses. It has its reach in 24 languages and 146 dialects and serves various programmes including news, music, interview etc. AIR has a network of large correspondents across the nation and it also has its representative in global Diaspora.

In the administrative aspect, All India Radio is headed by the Director General and he/she is assisted by the Additional Director General and the Deputy Director General. The Deputy Director General heads the News Division. Along with him there are other team members including Chief News Editor, News Editor and Joint Director. Moreover there are other team members including news readers, translators, engineering division and production division. All India Radio has more than 200 radio stations that include relay centres and full-fledged stations. The External Services Division of All India Radio plays a vital role in linking India with other nations across the globe. It broadcasts its service in 25 languages including 16 foreign languages and nine Indian languages.

ABP Group

In 1922 this organization came into existence as evening daily carrying four pages and has a circulation of about 1,000 copies daily. On an every day bases it reaches out to about six million readers. Currently this organization has evolved into a mega conglomerate. It has about eleven premium publication divisions and three twenty-hour news channels. Along with this it has book publishing business and multimedia services catering millions of readers and viewers. It has major dailies such as *Anandabazar Patrika, The Telegraph* and *Ebela.* In news channel segment the list comprises ABP Live (English News Channel), ABP News (Hindi News Channel), ABP Ananda (Bengali News Channel), ABP Sanjha (Punjabi language), ABP Majha (Marathi language), ABP Asmita (Gujarati language) and ABP Live News (Digital Segment).

Times Group

The Times Group is also known as Bennett Coleman and Company Limited (BCCL) and it is India's largest media conglomerate. The Times of India has the largest circulation and has over 11,000 employees. It has started its journey in the year 1838 with Bombay Times and later in the year 1861 gained the name of The Times of India. The newspaper witnessed ownership change for several times. In 19th century Times of India had 800 employees and has circulation in India and Europe. In the year 1892 it became a joint stock company and the editorship was taken over by T.J. Benett with the joint partnership of F.M. Coleman which led to the formation of Bennett Coleman and Company Limited (BCCL). In later period BCCL was taken over by Shanti Prasad Jain. Since the independence this group has extended its footprint across multiple corridors. This organization launched its Hindi daily, *The Navbharat Times* in 1947 and after that in regular intervals there were other publications such as Filmfare, Femina, Economic Times, The Maharastra Times etc. BCCL and its subsidiaries have its presence in newspapers, television, magazines, books, radio and multimedia platforms.

Zee TV

It is an Indian Conglomerate headed by Dr. Subhash Chandra and it was established in the year 1992. In the frontiers of broadcasting it had surpassed the popularity of Doordarshan and STAR- TV. During the period of late 1990s Zee TV had advertising sales as equivalent to those of Doordarshan. Currently it has multiple television channels catering around the segment of news, film and entertainment, radio, publishing etc.

India Today Group

It had started its journey in the year 1975 with the launch of India Today Magazine. Currently it has multi brand presence among different news and current affairs platforms. The group publishes India Today magazine along with this it has business segment known as Business Today. The group has presence in broadcasting segment also and it has about four leading 24-hour news channels. Along with this the media group has other areas such as 'Mail Today' a newspaper; a media institute called 'India Today Media Institute' and a publishing wing 'Thomson Press'. The group carries out multiple leadership events such as India Today Conclave, India Today Mind Rocks and India Today Global Roundtable. Aroon Purie is the founder and the Chairperson of this organization.

Dainik Bhaskar Group

It is one of the largest Print Media Company of India and second largest circulated Hindi newspaper in India. Since its inception in year 1958 the group has extended its reach innumerably to 14 states with 63 editions. The Dainik Bhaskar came up as a fastest growing daily from Madhya Pradesh. Currently it has five editions in Madhya Pradesh, four in Chattisgarh, twelve in Rajasthan, eight editions in Punjab and Haryana, seven editions in Bihar and Jharkhand and one edition each in Jammu and Kashmir, Delhi, Himachal Pradesh, Uttarakhand and Chandigarh. Ramesh Chandra Agarwal is the Chairperson of Dainik Bhaskar Group.

4.5 INTERNATIONAL MEDIA ORGANZATIONS

BBC

Founded in 1922 it is the world's oldest national broadcasting house based in Westminster, London. This largest broadcaster employs more than

35, 402 staff which comprises part-time, flexible and fixed staff. This national broadcaster also has 'BBC World Service', which broadcasts in thirty international languages on analogue and digital platforms. The world service is funded by the United Kingdom's television license fee. BBC functions under a Royal Charter that came into effect on 1st January 2017 and proposed up to December, 2026. This organization has a separate board, executive committee, operational and commercial divisions.

CCTV

China Central Television (CCTV) was founded on 1st May, 1958 and has 21 channels which broadcast from China and other parts of the globe. It caters its broadcast services in multiple segments such as general news, sports, arts and entertainment, television series, documentary, international contents, music etc. CCTVs channels are broadcasted via multiple platforms such as 'LiveStream', 'Universe Satellite Network' and 'Galaxy Satellite'. CCTVs major international broadcasts are CCTV-4 Asia, CCTV-4 Europe, CCTV-4 America, CCTV Arabic and CCTV Russian language channel.

DW

DW (Deutsche Welle) is Germany's public international broadcaster. It broadcasts its service in thirty languages mainly English, German, Spanish, Arabic etc. DW is funded by German Government and regulated by Deutsche Welle Act. This channel started operating from the year 1953 and it is headquartered in Bonn. The whole premise of its broadcast centres around the goal to convey Germany as "liberal, democratic state based on the rule of law". DW output reaches 157 million people worldwide. The organization is headed by a German broadcast journalist 'Peter Limbourg'.

Al Jazeera

It is a state-funded broadcaster in Doha. The literal meaning of Al Jazeera is "The Island" and it is owned by Al Jazeera Media Network. Initially it functioned as an Arabic news and current affairs channel. But with time it has extended its footprint in different continents and languages. Now this media outlet has worldwide presence with 80 bureaus around the world. It was launched in the year 1996 following the closure of BBC Arabic language.

CBS TV

The Columbia Broadcasting Service (CBS) is a flagship network of CBS Corporation. It had started its journey in 1929 and it is headquartered in New York City. This house is also known as "Eye Network" for its logo. CBS is owned by CBS Corporation and the key people associated with this organization are Lesile Moonves, Kelly Kahl, Sean McManus and David Rhodes. In 1997, CBS had acquired a new name and re-established it as CBS Corporation. In the year 2017, CBS bought and merged its radio division with Entercom. In the United States this broadcaster has more than 240 owned and functional television stations.

AP

Associated Press was founded in 1846 and it is owned by contributing newspapers, televisions and radio stations in the US. From the inception of Pulitzer in the year 1917, the Associated Press has received 52 Pulitzer Prizes. Most of its reports are published in English, Spanish and Arabic. The Associated Press has 263 news bureaus across the globe in 106 countries. In India there are national and regional news media houses which use AP services for collection of news. Most of its agency copies are "inverted pyramid" structure which facilitates news media outlets to select the stories as per their need. Officially the Associated Press embarked on its journey in broadcasting domain from 1941 and created its radio station in 1971.

Reuters

Headquartered in London, this international news agency is a flagship media organization in the domain of news collection and dissemination process. It was established in the year 1851 and provides its news copies in English, Russian, Urdu, Arabic, Chinese, French, German, Japanese and Korean. This organization is also a provider of financial market data. From the year 2008 onwards, with the merging of Reuters Group with Thomson Reuters, the news agency is popularly known as Thomson Reuters. Stephen J. Adler is the current CEO of Reuters.



CHECK YOUR PROGRESS

Q.6: Which is the largest public sector broadcaster in India?

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Q.7: When did the ABP group come into existence?

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Q.8: What is the literal meaning of Al Jazeera?

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4.6 LET US SUM UP

Let us summarize some of the important points of this unit in the following way-

- In print media there are different departments such as editorial, circulation, accounts.
- There are some key positions in editorial departments such as Editor, Proof Reader, Photo Editor and Graphics Editor.
- In the national media organization there are some key players such as India Today, ABP, Doordasrhan, All India Radio, Times Network and Zee Group.
- China Central Television (CCTV) was founded on 1st May, 1958 and has 21 channels which broadcast from China and other parts of the globe. It caters its broadcast services in multiple segments such as general news, sports, arts and entertainment, television series, documentary, international contents, music etc.

- Reuters is the international news agency which is a flagship media organization in the domain of news collection and dissemination process. It was established in the year 1851 and provides its news copies in English, Russian, Urdu, Arabic, Chinese, French, German, Japanese and Korean.



4.7 FURTHER READING

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2. Singhal, A. and Rogers, E. (2000). *India's Communication Revolution: from Bullock Carts to Cyber Marts*, 1st. edition: Sage India
3. Hasan, Seema (2013). *Mass Communication: Principles and Concepts*, 2nd edition. CBS Publishers
4. Kumar, Keval (1998). *Mass Communication in India*, 4th edition. Jaico Publishing House
5. MacCabe, C. and Stewart, O. (1986). *B. B. C. and Public Service Broadcasting.* Manchester University Press.



4.8 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: The different departments of a print media organisation are editorial department, advertising department, circulation department, printing department, administrative department. stores department and IT department

Ans. to Q. No. 2: The chief copy editor has the responsibility for carrying out the final decisions about the copy. The people who are associated with copydesk read stories and verify that they are written according to the newspaper's standards

Ans. to Q. No. 3: The distribution of newspaper are coordinated by the circulation department. The circulation department has the

responsibility to take care of everything after the newspaper printed. The circulation process constitutes delivering the publication to homes, to the postal service, to newsstands, vending machines and to other places it's circulated. This department is headed by major executive and circulation manager. Under the supervision of circulation manager there are multiple segments such as city circulation, area circulation and sales promotion Promotion is a marketing activity. Under this activity the newspaper organization is responsible for initiating promotion policies

Ans. to Q. No. 4: Administrative Department

Ans. to Q. No. 5: The sales department mainly looks after the revenue aspect in any electronic media organization. There are multiple persons who look after sales and advertising aspect. They book air time for high profile clients and deplay services associated with media buying and selling process. Each and every client is designated among account executives that carry out the responsibility to render services. With the growth of numerous private players in electronic media segments their entry had opened multiple opportunities. Along with the sales department there is another department called (Advertising). It constitutes number of staffs such as art directors, electronic graphic artists, voice talent, market researchers who has the responsibility of reviewing and interpreting

Ans. to Q. No. 6: Doordarshan

Ans. to Q. No. 7: 1822

Ans. to Q. No. 8: The island



4.9 MODEL QUESTIONS

A. Short Questions (Answer each question in about 150 words)

Q. 1: Explain the duties and responsibilities of a photo editor.

Q. 1: Write a short note on the growth of national media organization?

Q. 1: What is the functioning of an Advertising Department in a Print Media Organization?

B. Long Questions (Answer each question in about 300-500 words)

Q. 1: Write a detailed report on the growth of Doordarshan as a National Public Service Broadcaster.

Q. 1: Explain the functioning of major international media organizations operating in India.

*** ***** ***

UNIT 5: MEDIA OWNERSHIP

UNIT STRUCTURE

5.1 Learning Objectives

5.2 Introduction

5.3 Ownership patterns of mass media in India

5.3.1 Individual ownership

5.3.2 Partnership

5.3.3 Corporation

5.3.4 Group or Chain Ownership

5.3.5 Employee ownership

5.3.6 Vertical ownership

5.3.7 Joint Operations

5.3.8 Cross ownership

5.4 Let Us Sum Up

5.5 Further Reading

5.6 Answers to Check Your Progress

5.7 Model Questions

5.1 LEARNING OBJECTIVES

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

- analyse the different ownership patterns of mass media in India
- know the advantages and disadvantages of the different ownership patterns.

5.2 INTRODUCTION

Different forms of media have affected our lives in some way or the other. The humongous growth of the different mass media vehicles have necessitated the need to regulate the functioning and have a proper ownership in place. This particular unit will throw light on the different ownership patterns of mass media in India.

5.3 OWNERSHIP PATTERNS OF MASS MEDIA IN INDIA

Right from the days of Hickey, the Indian press has been a private commercial enterprise. 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 job of 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 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.***



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

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 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 are also developed. There are :

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

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.

5.3.1 Individual Ownership

This type of ownership is mostly seen among weekly newspapers. The owner acts as the editor, printer, publisher and manager, etc. Almost all of the entire work is done by himself or herself . He or she can serve in almost any position in the plant whenever any need arises.

- 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

5.3.2 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 General 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.

5.3.3 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

5.3.4 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.

5.3.5 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.

5.3.6 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.

5.3.7 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.
  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.



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

5.3.8 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.1: Which is the largest publishing house in the country?

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Q.2: Who owns the Indian Express Group?

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Q.3: What are the different ownership patterns in a newspaper industry?

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5.4 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.



5.5 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



5.6 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: The Times of India is the largest publishing house in the country.

Ans. to Q. No. 2: Goenka publishing house owns the Indian Express Group.

Ans. to Q. No. 3: The different ownership patterns in a newspaper industry are- Individual ownership, Partnership, Employee ownership, Joint operations, Vertical ownership, Cross ownership, Group or chain ownership



5.7 MODEL QUESTIONS

A. Short Questions (Answer each question in about 150 words)

Q. 1: Briefly discuss motion picture industry

Q. 2: Write short notes on -

(a) FM Broadcasting

(b) Internet industry

(c) Print industry

Q. 3: Name any two ownership patterns of mass media in India and bring out their differences

Q. 4: Can we call media an industry? Give examples

B. Long Questions ((Answer each question in about 300-500 words)

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?

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UNIT 6: ORGANIZATIONAL STRUCTURE OF AN ELECTRONIC MEDIA ORGANIZATION

UNIT STRUCTURE

6.1 Learning Objectives

6.2 Introduction

6.3 Electronic media organization

6.4 News and programme sections

6.4.1 News section in a radio station

6.4.2 News section in a TV station

6.4.3 Programme section in TV and radio

6.5 Electronic News Gathering (ENG)

6.6 Electronic Field Production (EFP)

6.7 Personnel involved in production and news

6.8 Viewership/ Listenership

6.9 Content creation and role of advertising

6.10 Genre or types of programmes

6.10.1 Types of programmes in radio

6.10.2 Types of programmes in TV

6.11 Let Us Sum Up

6.12 Further Reading

6.13 Answers to Check Your Progress

6.14 Model Questions

6.1 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

6.2 INTRODUCTION

This is the fourth unit of the course on 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.

6.3 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.

6.4 NEWS AND PROGRAMME SECTIONS

6.4.1 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.

6.4.2 News section in television station

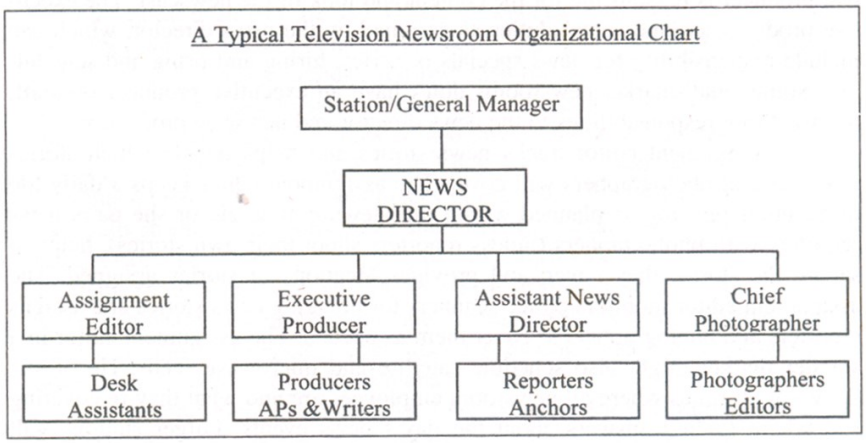


Fig : A typical newsroom organizational chart

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 walk 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 the 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.

6.5 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.

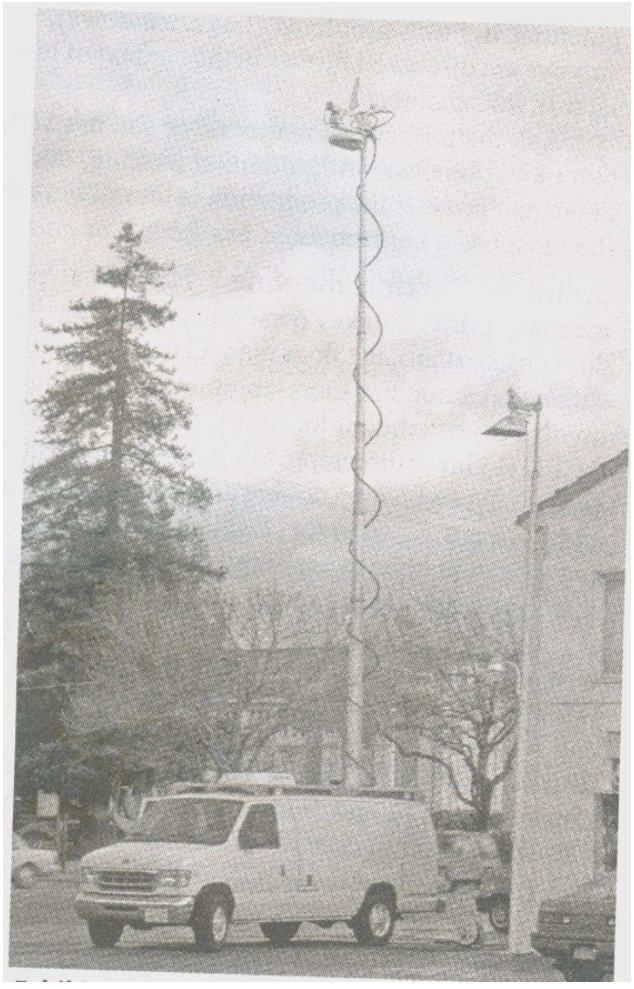


Fig : ENG van

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 :

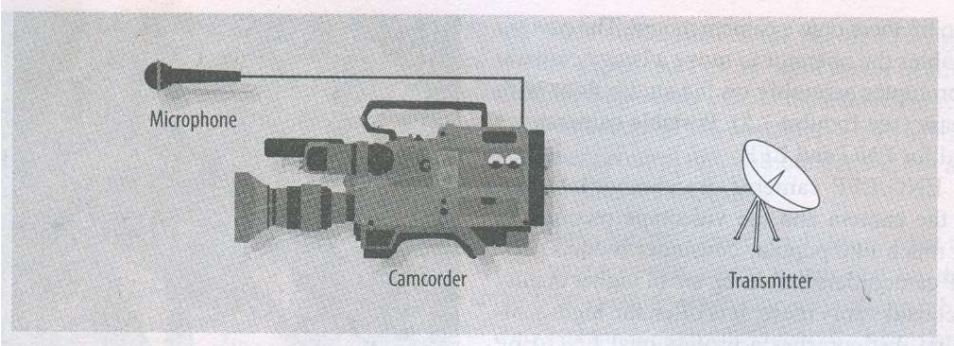


Fig : ENG System

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.

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

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6.6 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.

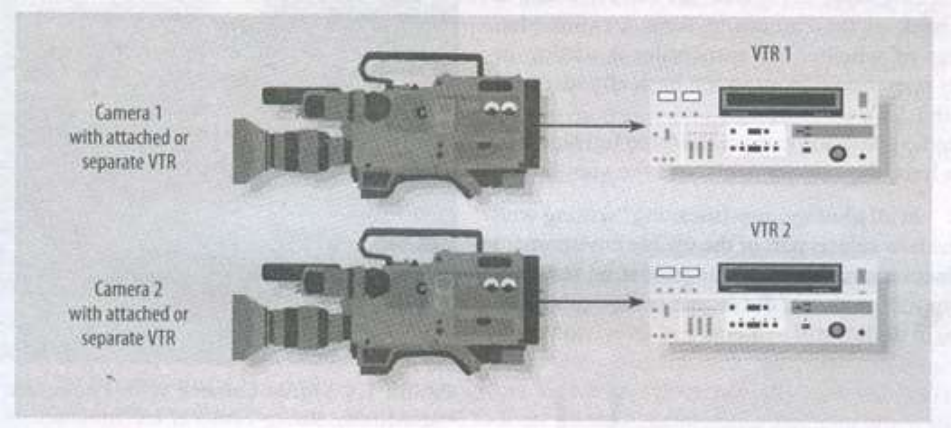


Fig : Electronic Field Production System

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) filed 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 :

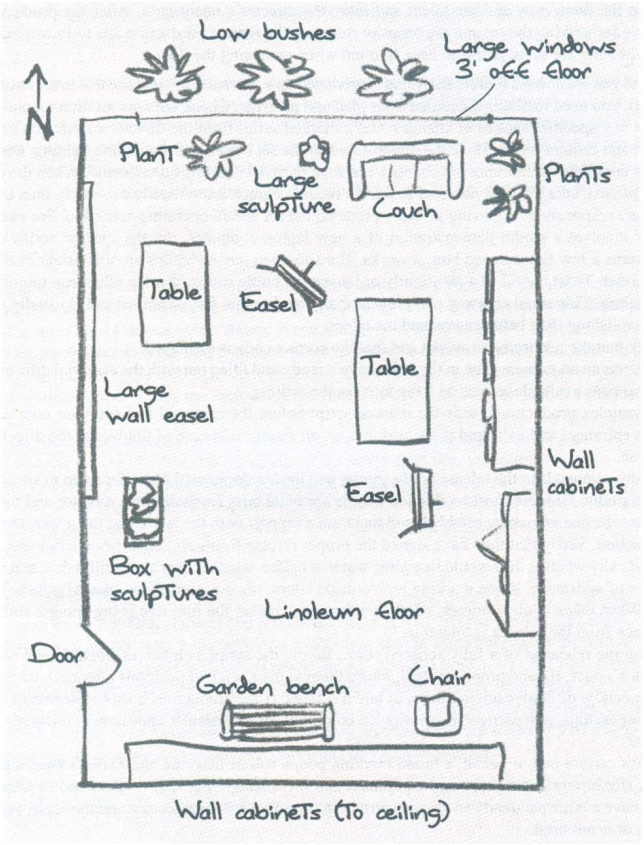


Fig : The location sketch of an artist's studio shows the major dimensions, doors, windows and furnishings. This sketch gives important information about lighting and audio requirements, camera positions, and shooting sequences.

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 crewmembers 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 Filed production time line is shown

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

(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 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



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

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 PROGRESS

Q.3: Define Electronic Field Production.

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Q.4: What are the three stages of Electronic Field Production?

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Q.5: What do you mean by Field Production Time Line?

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6.7 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.

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.



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

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 filed 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.6: What is the role of the Line Producer in case of television production?

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Q.7: Who is a digital graphic artist?

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Q.8: Which personnel are known as below-the-line personnel?

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6.8 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.

6.9 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 / listnership 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.

6.10 GENRE OR TYPES OF PROGRAMMES

6.10.1 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.

6.10.2 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.9: What are newsreels?

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Q.10: What do you mean by infomercials?

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6.11 LET US SUM UP

- 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 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.



Acronym: A word formed from the first letters of the words that make up the name of something. For eg, NG (Electronic News Gathering)

- 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.



6.12 FURTHER READING

1. Mass Communication In India, *Third Edition, Keval J. Kumar*, Jaico Publishing House, Mumbai
2. Writing and Producing Television News, *Second Edition, Eric K. Gormly,* Surjeet Publications, New Delhi
3. The Radio Station, *Eight Edition, Michael C. Keith,* Focal Press, United States of America
4. Fundamentals of Television Production, *Ralph Donald and Thomas Spann, Surjeet Publications*, New Delhi
5. 5. Introduction to Media Production, *Fourth Edition, Robert B. Musburger and Gorham Kindem*, Focal Press, United States of America

6.13 ANSWERS TO CHECK YOUR PROGRESS

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.



6.14 MODEL QUESTIONS

A. Short Questions (Answer each question in about 150 words)

Q. 1: How does the news section in a radio station function?

Q. 2: Differentiate between Electronic News Gathering and Electronic Field Production

B. Long Questions (Answer each question in about 300-500 words)

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

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UNIT 7: ORGANIZATIONAL 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 Reading

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 establishment
- explain the role and coordination of the different departments of a print media organization
- understand the printing procedure of a print 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 has 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 -**



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.



Rules the roost : The most useful person of the group

7.3.2 The Business Department

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.



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

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.

(b) 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?

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

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Q.3: Who is a beat reporter?

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

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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

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 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?

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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

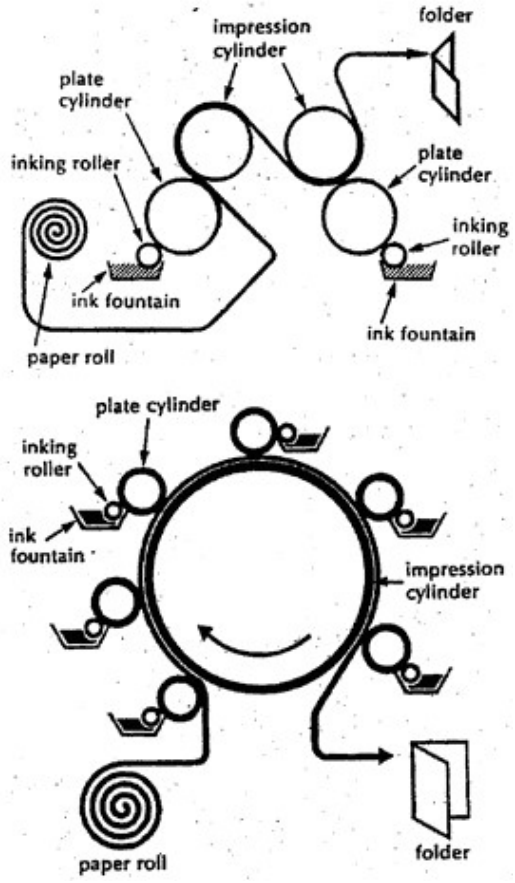
Letterpress process

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

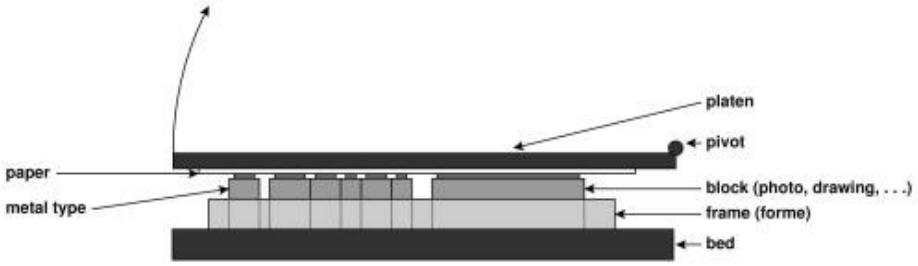
until 19th century. It remained in force till the second half of the 20th century till it was replaced with faster and more efficient printing presses such as the offset lithographic press or the flexographic press

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

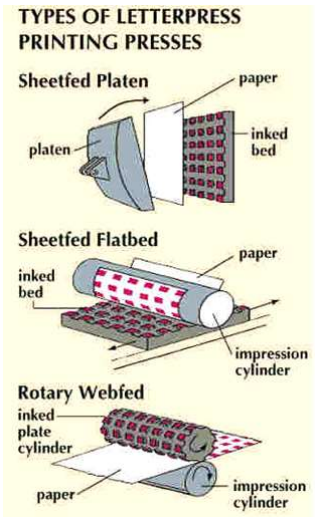


Letterpress printing exerts variable amounts of pressure on the substrate dependent on the size and image elements in the printing. The amount of pressure per square inch or "squeeze" is greater on some highlight dots than it is on larger shadow dots. Expensive, time consuming adjustments must be made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

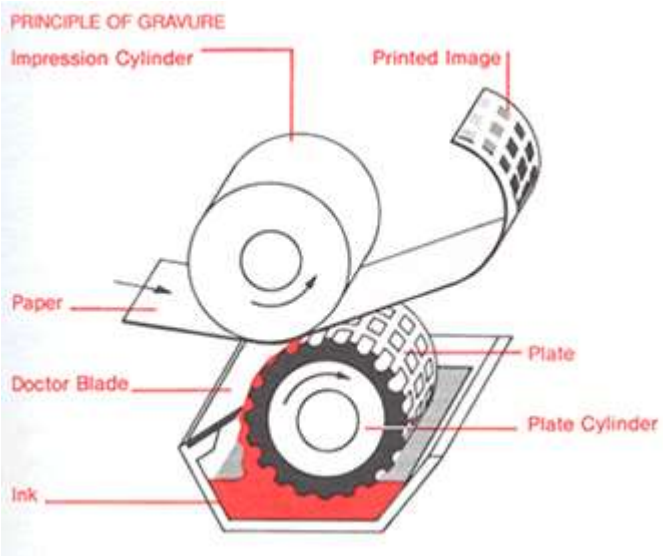


Fig : Gravure printing

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.

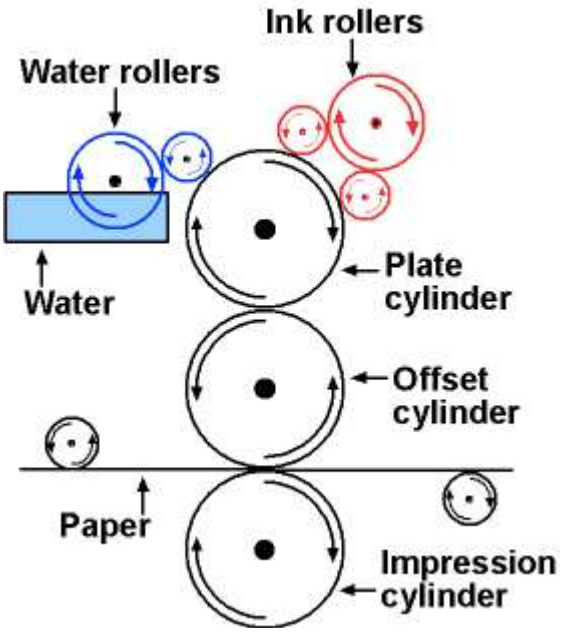


Fig : Side view of the offset printing process. Multiple ink rollers are used to distribute and homogenize the ink

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.

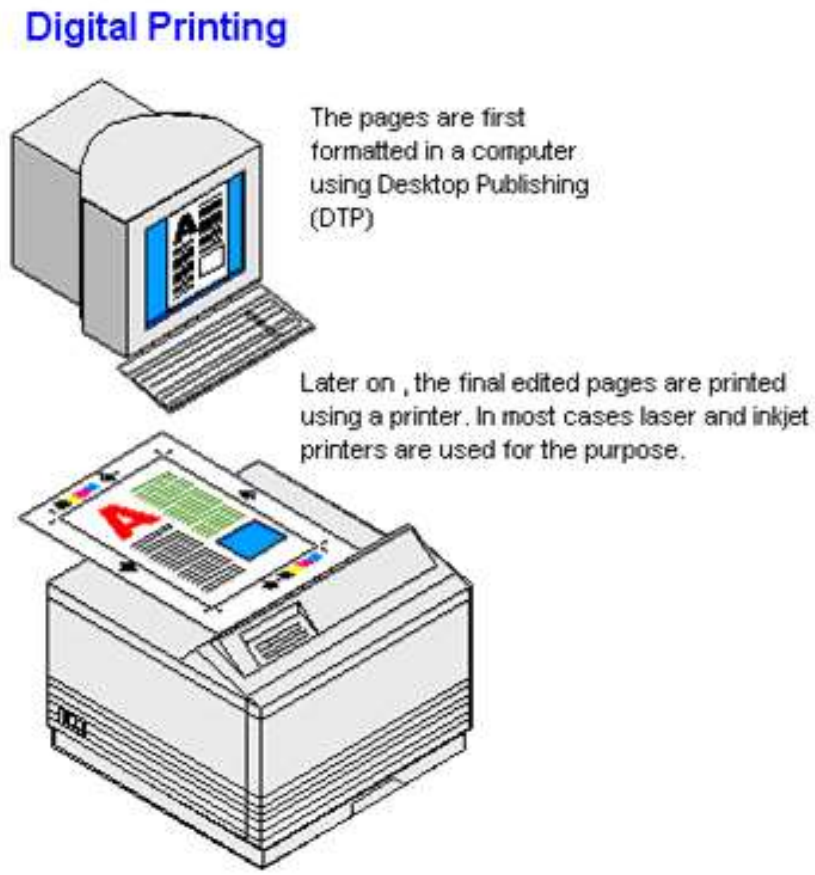


Fig : digital printing

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.6: Define printing. What are the different processes of printing?

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Q.7: Which is the oldest of all printing methods?

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Q.8: How many types of letterpress are there? Name them

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Q.9: What do you mean by intaglio in gravure printing?

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Q.10: What are the two basic approaches to digital printing?

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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 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

1. Essentials of Practical Journalism - Vir Bala Agarwal
2. Mass Communication and Journalism in India - D.S Mehta
3. 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.

Ans. to Q. No. 7: There are basically four forms of printing processes. They are - Letterpress process (Relief printing), Gravure (Intaglio), Offset and Digital printing.

Ans. to Q. No. 8: Letterpress is the oldest of all printing methods.

Ans. to Q. No. 9: 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. 10: In gravure printing, intaglio is the printing plate which is in cylinder form.

Ans. to Q. No. 11: There two basic approaches to digital printing. They are direct imaging or hybrid presses and digital toner-based printing



7.10 MODEL QUESTIONS

A. Short Questions (Answer each question in about 150 words)

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?

B. Long Questions (Answer each question in about 300-500 words)

Q. 1: Describe the different printing methods.

Q. 2: Explain the organizational structure of any print media organization with the help of a chart.

Q. 3: Write short notes on -

(a) letterpress (b) Gravure printing (c) Offset printing

Q. 4: Exemplify the importance of the Business department of a print media establishment.

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UNIT 8: ORGANIZATIONAL STRUCTURE OF AN ADVERTISING AGENCY AND PUBLIC RELATIONS FIRMS

UNIT STRUCTURE

8.1 Learning Objectives

8.2 Introduction

8.3 Hierarchical set-up of an Ad Agency

8.3.1 Role of different sections

8.3.2 Role of different personnel

8.4 Hierarchical set-up of PR firms

8.4.1 Role of different sections

8.4.2 Role of different personnel

8.5 Let Us Sum Up

8.6 Further Reading

8.7 Answers to Check Your Progress

8.7 Model Questions

8.1 LEARNING OBJECTIVES

After going through this unit you will be able to ;

- explain the functioning of an Advertising Agency and Public Relations Firms
- discuss the role of different sections
- understand the working atmosphere of personnel engaged in an Ad Agency and PR Firms.

8.2 INTRODUCTION

In this unit, we are going to discuss the functioning of an advertising agency and public relations firms.

8.3 HIERARCHICAL SET-UP OF AD AGENCY

8.3.1 Role of different sections

Each and every advertising organization runs on a mechanics that has different people and sections. In smaller agencies there are limited people and in larger agencies some of the departments are fragmented for its efficacy.

i. Account Services

The account service department in advertising agency constitutes senior account manager, account manager, senior account executive, and account executive. This department acts as the link between various clients and the departments. For the effective management of any advertising organization there should be a seamless integration between account service department and creative department.

ii. Account Planning

This section mainly constitutes account managers, researchers, strategic direction, and focus groups that help in evolving a plan. Planning process helps in intertwining two important aspects of advertising-distinctive edges and the relevance of advertising campaign.

iii. Creative

The creative department is the main engine of any advertising organization. Be it from concept to presentation, in every major segment the creative department has a significant role. Within the corpus of creative segment there are multiple roles and responsibilities such as Copyrighters, Art Directors, Production Artist, Creative Director and Web Designers. In many advertising agencies the art directors and copy writers work in a united manner. The creative director has the responsibility to look at the creative product and should maintain the quality in creative aspect.

iv. Finance

This department is responsible for handling payment of salaries, travel, vendor cots and other payment related issues. The finance department is the main gateway through which money comes and goes out. They look after the monetary aspects and develop plans and strategies to evolve a strategic mechanism for financial growth.

v. Media buying

The media buying department of any advertising agency manages the advertising space and the time for a successful advertising campaign. The medium for the advertising includes TV and radio, billboards, magazine, internet banners and takeovers. This process involves association with creative department on their initial ideas and address client and their multiple issues related to their coverage. In current scenario with the advent of online media, the media buying process took a drastic shift. More and more clients are moving towards online presence. It also provides opportunity for advertising agency people to cover large set of people in rapid manner. This department is headed by a media director.

vi. Production

The production department has the responsibility to execute the concept or the idea into a physical form. During the inception of any idea the creative department and production section associate them to formulate roadmap through which they can come up with a strategy to execute certain ideas. In the production process there are multiple layers of work from original photography, hiring typographers and TV directors and to get an ad campaign published.

vii. Human resources and facilities

This department is responsible for hiring and firing employees, monitoring vacations and other leaves. It maintains the overall wellbeing of the employees and looks after the coordination and efficiency in their working system.

viii. Research

Research section enables advertising department to build their resources and provide a wealth of data that could help in formulating new ideas and to grab more and more audiences. This department carries out focus group study, analyzes and interprets data for the clients and understands new market trends.



CHECK YOUR PROGRESS

Q.1: What is the function of the creative department in an advertising agency?

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8.3.2 Role of different Personnel

In any advertising organization there are different roles and responsibilities of personell associated with it. The strength of the organization depends upon the size and wide range of services it is rendering to its clients.

ACCOUNT DIRECTOR/ MANAGER

He is responsible for managing the agency's relationship with its clients. There are multiple activities such as delivering creative work that meets the client's needs; addressing any problems that may arise and developing term relationships with longstanding clients, with a view to maintaining a high retention rate.

Skills required: Business, analytical, problem solving, communication and leadership

MARKETING DIRECTOR/MANAGER

The marketing director manages the marketing process of a business or product. He/She is responsible for promoting the product and the service. With changing time and technological advancement the role of marketing manager has changed a lot.

Skills required: Communication, personable, creative, marketing strategy, negotiation, analytical, aware of market trends, research, copywriting, editing and leadership

PRODUCTION MANAGER

The production managers are also referred to as the project managers and essentially act as the connector between account managers and the people within the agency. Production managers are the authority for coordinating and ensuring the orderly flow and time management of all projects from its inception to the conclusion.

Skills required: Project management, time management, organisation, communication, negotiation, customer service, attention to detail, leadership and problem solving.

BRAND STRATEGIST

Brand strategist has the responsibility to grant recommendations on the direction a brand, product or service should take. A brand strategist will analyze current market research data and trends and use the information to advice on, and develop practical solutions for marketing plans and to define the brand elements and tone.

Skills required: negotiation, analytical, aware of market trends, research, teamwork, writing and presenting, communication, personable, creative skills and marketing strategy.

DIGITAL STRATEGIST

The advancement of online technology and the growth of digital spaces has enabled the web presence, architecture and online strategies for different products and services. He/She carries out certain actionable plans that help in formulating digital channels such as content marketing, web automation, apps building, media/blogger outreach together.

Skills required: Knowhow of the digital technologies, aware of market trends, research, communication, personable, creative thinking, marketing strategy, analytical thinking and teamwork.

MEDIA PLANNER/BUYER

The role of a media planner/buyer is to identify the most suitable media platforms to advertise a brand, product or service and achieve the objectives of the marketing campaign.

Skills required: Communication, financial acumen, analytical skill, organizational skill, knowledge of media platforms and negotiation.

CREATIVE DIRECTOR

In advertising agency this role is one of the most fundamental and crucial for the growth of any advertising agency. The creative director leads a team constituting of art directors, copywriters, designers and marketing team. The role of the creative director determines the creative aspect and provides a distinctive edge from its competitors.

Skills required: Communication, leadership, decisive, strategy, marketing awareness, interest in social and cultural trends, understanding of photography, typography and printing techniques and being creative.

ART DIRECTOR

The art director has the responsibility to define the visual style of any product, service, campaign and manages the style of images for magazines and newspapers. It coordinates the activities from art and aesthetics to the look of any product and the service. They have the responsibility to design and direct the artwork and the layouts.

Skills required: Typography and printing techniques, communication, leadership, expertise in relevant software, awareness of social and cultural trends and decisive.

GRAPHIC DESIGNERS

Graphic designers establish visual concepts based on the direction provided by the art and creative directors. Graphic designers develop the layout and production design for brochures, magazines, corporate reports and digital graphics. With the advancement of digital technology the responsibility of graphic designers has risen.

Skills required: Visual Ideation/Creative problem solving, typography, software, layout, print design and time management.

8.4 HIERARCHICAL SET-UP OF PUBLIC RELATIONS AGENCY

8.4.1 Role of Different Sections:

In any public relations firm there are multiple sections which work in a parallel manner. There are two sets of public relations firm a. Agency based PR firm and another one is b. Public Sector Understanding based Public Relations Organization. With post liberal economy there has been a major boost in multiple firms related to manufacturing and services. Due to this changeover the agency based public relations firm has grown in an innumerable manner specifically in urban centric areas.

These sections are:

a. Media relations:

This section looks after the press releases, scheduling interviews and coordinating press conferences. Its main goal is to generate positive image of the organization related to its product and the services. The media relations main motive is to provide advertising free of cost. Each and every public relations organization provides enough significance to their media relation activity. It is advised to write copies which have a compelling story line that media will cover.

Some stories can be planned in advance. Others must be written at a moment's notice. Media relations people need to be excellent forward planners and also very flexible.

b. Public affairs

In public affairs the primary assignment is to carry out lobbying, this involves activities associated with making liaison with various government bodies and agencies. The advocates associated with this section of public relations make contact with minister and convince them with information.

c. Crisis management

Often public relations activities are referred to as a fire fighting job. During the operational activities any organization witnesses multiple issues that may lead towards crisis. It depends upon public relations associate to manage the issues in a positive manner. There are multiple case studies which depict positive crisis and negative crisis management. One of the well known positive crisis management case study is "Johnson & Johnson, and the company's response to the Tylenol poisoning". On the other hand "Bridgestone-Firestone and Ford" has underestimated the tyre problem that created a major cause for negative crisis situation.

d. Social media

With the emergence of social media there has been a dramatic change in the communication platform. Many organizations use social media campaigns as an important tool for marketing communication.

e. Employee relations

In any organization there are two different set of publics 'external and internal'. To deal with multiple issues on employee affairs any organization employs 'internal public relations' system. The main goal of the employee relations is to make satisfied, loyal and motivated employees.

f. IMC (Integrated Marketing Communications)

Integrated Marketing Communication helps in creating completive advantage, boost sales and profits, saves money and manages time. Through the help of IMC any organization helps in image making, developing dialogues and widening the relationship with customers. The unified message strength has more impact than a disjointed form of messages. The main purpose of the message is to boost sales across several communication platforms and to create avenues for customers to become aware and ultimately to make a purchase.



CHECK YOUR PROGRESS

Q.2: : What is the role of Integrated Marketing Communications in a PR firm?

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8.4.2 Role of Different Personnel

In public relations profession there are significant roles and responsibilities. Each and every section has a separate team which looks after different set of public relations activities.

Here are some of the most common roles within public relations:

a. Publicist

The role of a publicist is to come up with the publicity campaigns and identifying best possible ways to promote their brands to the media and to the customers. There are publicists who work with celebrities to promote their brands and the product. The publicists develop and execute their brand strategy.

b. Copywriter

A copywriter has the responsibility of writing publicity and marketing materials on behalf of the clients. This activity is also known as ghost writing process. The copywriter is responsible for press releases and blog posts and usually carries out in accordance with the public relations strategy.

c. Public Relations Specialist

The public relations specialist is responsible for generating press coverage and media relations for clients. They maintain and develop relationships with media professionals and come up with strategy for pitching stories. Many a time the job of a public relations professional is to carry out fire fighting job.

d. Social Media Manager

In this age of social media connectivity, more and more organizatios have their presence felt in the corridors of social media. The social media manager works to promote the brand in various social media channels such as facebook, twitter, LinkedIn platforms.



8.5 LET US SUM UP

Let us summarize some of the important points of this unit in the following way-

- The account service department in an advertising agency constitutes senior account manager, account manager, senior account executive, and account executive. This department acts as the link between various clients and the departments.
- Within the corpus of creative segment there are multiple roles and responsibilities such as Copywriters, Art Directors, Production Artist, Creative Director and Web Designers. In many advertising agencies the art directors and copy writers work in a united manner.
- The media buying department of any advertising agency manages the advertising space and the time for a successful advertising campaign. The medium for the advertising includes TV and radio, billboards, magazine, internet banners and takeovers.
- In the production process there are multiple layers of work from original photography, hiring typographers and TV directors and to get an ad campaign published.
- Research department carries out focus group study, analyzes and interprets data for the clients and understands new market trends.
- Brand strategist has the responsibility to grant recommendations on the direction a brand, product or service should take. A brand strategist will analyze current market research data and trends and use the information to advice on, and develop practical solutions for marketing plans and to define the brand elements and tone.

- In any public relations firm there are multiple sections which work in a parallel manner. There are two sets of a public relations firm a. Agency based PR firm and another one is b. Public Sector Understanding based Public Relations Organization. With post liberal economy there has been a major boost in multiple firms related to manufacturing and services.
- The social media manager works to promote the brand in various social media channels such as facebook, twitter and LinkedIn platforms.



8.6 FURTHER READING

1. Oliver, Sander (2010). *Public Relations Strategy*, Kogan Page. London.
2. McGowan , Bill (2014). *Pitch Perfect: How to Say It Right the First Time*, Every Time, Harper Business.
3. Scott, David (2017). *The New Rules of Marketing and PR: How to Use Social Media*, Online Video, Mobile Applications, Blogs, Newsjacking, and Viral Marketing to Reach Buyers Directly, Wiley Publishers.
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5. Kumar, Keval (1998). *Mass Communication in India*, 4th edition. Jaico Publishing House
6. J.V. Vilanilam (2011). *Public Relations in India*. Sage Publications.
7. Iqbal S. Sachdeva (2009). *Public Relations in Principles and Practices*. Oxford Publishers.
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8.7 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: The creative department is the main engine of any advertising organization. be it from concept to presentation, in every major segment the creative department has a significant role to play The creative director has the responsibility to look at the creative product and should maintain the quality in creative aspect.

Ans. to Q. No. 2: Integrated Marketing Communication helps in creating completive advantage, boost sales and profits, save money and manage time. with the help of IMC any organization helps in image making, developing dialogues and widening the relationship with customers. The unified message strength has more impact than a disjointed form of message. The main purpose of the message is to boost sales across several communication platforms and to create avenues for customers to become aware and ultimately to make a purchase.



8.8 MODEL QUESTIONS

A. Short Questions (Answer each question in about 150 words)

Q. 1: Explain the function of the accounts department in an Advertising Agency.

Q. 2: Write a short note on the role and responsibilities of a Graphic Designer.

Q. 3: Explain the function of visual ideation.

Q. 4: What are the two types of Public relations setup functional in India?

B. Long Questions (Answer each question in about 300-500 words)

Q. 1: Write a detailed note on the Hierarchical setup of public relations agency in India.

Q. 2: Explain in detail the roles and responsibilities of various personel associated with an advertising agency.

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