UNIT 9: LEADERSHIP AND WORK MOTIVATION

UNIT STRUCTURE

9.1 Learning Objectives

9.2 Introduction

9.3 Importance of leadership in a media organization

9.4 Job Performance

9.5 Impact of Technology on the Performance of the Employees

9.6 Division of Labour

9.7 Let Us Sum Up

9.7 Further Reading

9.8 Answers to Check Your Progress

9.8 Model Questions

9.1 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 the levels of management
- outline the functions of management.

9.2 INTRODUCTION

As media conglomerates started coming into existence in the 20th century, research in media management started gaining popularity. Media management takes into account not only power structures and division of labour among its many employees, but also considers job performance and the importance of leadership within the media organization.

Media industries as we know are ubiquitous and pervasive in nature. To add to this is its important function in transmitting the culture of a society as mentioned by Laswell (1949). What culture can be defined as, in this context is "The production and circulation of sense, meaning and consciousness. The sphere of meaning, which unifies the spheres of

production (economics) and social relations (politics). In other words, culture is the sphere of reproduction not of goods but of life."

Lavine and Wackman (1988) also identified five characteristics of the media industries and their products which are the following: their perishable nature as a commodity, the highly creative employees involved, the organizational structure concerned, the societal role it plays and the blurring of lines separating traditional media. It is with these distinctions in mind that Ferguson (1997) called for media management grounded in theoretical development. Caves (2000) too, pointed out that media firms and other businesses are different because it involves having to deal with creative individuals and the demand uncertainty that characterizes media industries.

Given this unique nature, media management is now being recognised as a global phenomenon, and research and inquiry in the field of media management has been encouraged. It crosses interdisciplinary lines, theoretical domains, and political systems.

9.3 IMPORTANCE OF LEADERSHIP IN A MEDIA ORGANISATION

While the study of management will bring forward many schools of thought, *Leadership* is seen as one of the contemporary approaches to management. *Leadership* has been defined by management theorists as “the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation” (Hersey & Blanchard, 1996). However the idea of leadership has not been confined to management alone, though it has been noticed that the most successful organizations tend to have strong, effective leaders. Organizations may have both formal and informal leaders, some of whom are in management positions and some are not.

Leadership can be studied from many different perspectives. According to Warren Bennis (1994) leadership consists of three basic qualities. These are vision, passion and integrity. In fact he also lays down several distinctions between leaders and managers. Some of these are:

Leader	Manager
Innovates	Administers
Offers a long-range perspective	Exhibit a short-range view
Leaders originate.	Managers imitate

In other words all leaders can be managers but not all managers are leaders. He also said that most business schools, even education in general tend to focus on narrow aspects of training, and not really on the development of leadership qualities in individuals. In fact even most media management studies tend to have very less focus laid on leadership. One study specifically related to the media industries that has dealt with leadership aspects is that of Perez-Latre and Sanchez-Tabernero (2003), who conducted a qualitative study assessing how leadership affects change among Spanish media firms.

There is of course an emerging body of literature that does deal with leadership in a more practical and less theory-driven manner. Some of the publications worth perusing are *Strategy and Leadership, Fast Company,* and *Leadership Wired (an online publication);* each of which do provide articles related to leadership principles. At times, *Strategy and Leadership* does specifically feature articles related to media industries.



CHECK YOUR PROGRESS

Q 1: What do you mean by leadership?

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Q 2: What are the three basic qualities of leadership?

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9.4 JOB PERFORMANCE

Characteristics of high performance and effective employees within an organization are usually based on the following criteria: clear goals,

relevant skills, mutual trust, unified commitment, good communication, negotiating skills, appropriate leadership, and internal and external support. Internal support implies a supportive human resource system which helps provide proper training, an understandable measurement system that helps to evaluate overall performance, an incentive program that recognises and rewards employees for their good work and reinforces behaviour among them that leads to high level performance. External support means being provided with the resources needed to get the job done.

Media firms contain a variety of workforce with innumerable specialized skills and employees involved in the production, packaging, or distribution of media content. In the context of media organizations however, the standard assumptions about profit maximization that are central to the theory of firms become questionable. What complicates job performance studies within media is the factor of ownership. For example, the ownership of national newspapers and channels are sometimes motivated by the pursuit of political influence.

In studying job performance, a point of reference here can be the Industrial Organization (IO) model. This is based on the theory of firms and offers an analytical framework that has often proven to be useful in studying media firms or industries. The IO model is associated with the structure-conduct-performance or SCP paradigm. It suggests that behaviour and subsequent performance is affected by the competitive market structure in which they operate. Thus, not only economics of media firms but their performance too can be seen as a direct link to market structures and circumstances.

Michael Porter (1998) had developed the "value chain" approach and approaches towards analyzing media firms and markets are sometimes based on it. The functioning of a media organization can be broken down into a number of broad stages. The first is production or content creation that often brings in the initial entitlement ownership of intellectual property; followed by the assembling of the content into services and products like in the case of a newspaper or television channel and

then its distribution or sale to customers. All of these stages in the chain are interdependent, and have a direct implication on the kinds of competitive and corporate strategies that media firms ultimately pursue.

Media industries are characterized by strategies of expansion and diversification. Concentrations of ownership within and across sectors of the media are a very prevalent feature of the industry. Thus media scholars take a keen interest in studying how competition and diversity are sustained, measurement of concentration levels, strategies of expansion that have direct effect on the operation and efficiency and output of media suppliers. The connection between diversity of ownership, the performance of employees within the firm and the output produced are all related.

Job performance in media industries is also directly linked to how media economics has concerned itself with changing market structures and boundaries within the media. Media economics helps provide a basic theoretical framework, based on which we can analyze markets on the basis of clearly defined structures of perfect competition, monopolistic competition, oligopoly, and monopoly. In practice, media firms do have a tendency to operate in markets strongly influenced by technological factors, state regulations, or both. Also some tend to operate in very specific geographic markets and this link is established based on the nature of product they deal with and their relationships with advertisers. This results in restrained levels of competition and work performance and culture within these firms. With more fluid boundaries and competitive market structures now however, the scene is reflecting a few changes.

Much of employment opportunities, work culture and job performance in the media sector are a result of strategic responses by media firms to the common trends generally affecting the media environment, like globalization and convergence and to changes affecting very specific individual media markets. Also some key economic and managerial challenges facing media firms and industries like television and film production are making it necessary to ensure that creative and business inputs function effectively alongside each other.



CHECK YOUR PROGRESS

Q 3: What is the Industrial Organisation Model?

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Q 4: Who developed the 'value chain' approach?

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9.5 IMPACT OF TECHNOLOGY ON THE PERFORMANCE OF THE EMPLOYEES

It has always been said that media industries are audience driven at one end and technology driven at the other. Growth and development of the various individual industries like film, television, music, etc that collectively form the media industries, has a history replete with technology as a major contributor to their growth and change over the years. However, what has been observed is that the relationship between the cultural industries (media being a part of it) and technology have always been very ambivalent in nature. While undoubtedly the producers, creators, artists, managers, and consumers, all love what technology can do *for* them, they are also frightened and filled with mistrust about what technology can do *to* them. It has always been seen as an enabler, making the industry grow in leaps and bounds, providing all the adequate tools needed for artistic creation and for this creation to be made accessible far and wide.

But the power of technology is also feared. The fear arises out of the way in which, it undermines established business patterns and reduces the value of skills. It is also the uncertainty it creates, that brings about this fear. How much control one can exercise and maintain in intellectual property rights also comes into the picture. With an ability to facilitate the creation and distribution of cultural products, it also paves the way for an unauthorized use and misappropriation of copyrighted material, which is the very wealth

that the media industry functions around. Such fears of the unintended consequences of technology have had the owners of property rights in these industries seek to reassert control through different legal, political, technological, and business strategies. But what the success rate has been in each case is yet to be confirmed.

As a result of these fears posed by technology, one can study the moves of media firms from a historical context. For example, in the American film industry, a clear shift from technology orientation was seen and experienced from 1909 to 1916, when two types of media entrepreneurs in this field emerged: those driven by technology and those driven by content. Early technology firms, dominating the film industry from 1895 to 1911, paid less heed to films that had stories and stars in them, these were soon replaced by content-driven firms that had stories and stars and that landed up attracting a larger set of audiences. In the publishing industry, firms shifted from a craft to business logic and CEOs and executives started taking over managerial positions. Even today, a number of news based channels and agencies funded and owned by business establishments is a clear case in point. As seen in the music industry in America, for some time the genre of country music was ignored, till consumer research proved its popularity with consumers. In other words, the dominant players in the industry were oblivious of the value of resources and alternative strategies which newer entrants were bringing about into the industry. These new resources and strategies most of which were dictated by newer technologies, also had an impact on competitive advantage.

While changes were impacting the different industries that made up the media industry, dominant players in each one of these were unable to see and adapt to the shifts happening in their environments. This opened up vistas for new players to come into the picture, and in most cases replaced them. And what does management, leadership and work motivation got to do with this? The answer is simple, managerial attention is indeed a scarce resource. Competitive blind-spots and judgmental mistakes were meant to happen, because attention was merely focused on the existing practices and competitors alone.

The reasons for dominant firms' managerial attention to be focused on existing resources and practices were the intense rivalry they had among each other and the shared career backgrounds that these top decision makers came from. This intense rivalry is due to the possession of similar resource endowments, products and target group audiences. Being aware of this, they tend to focus their attention on one another, reducing their active need to scan the environment in which they operate, focusing instead on maintaining their already established positions in the groups that they are a part of, not noticing therefore the new entrants, who bring with them different resource endowments and products. These newcomers therefore find an opportunity to get established and alter the rules of the competition altogether.

Media industry evolution is dependent on competition. Actions taken by one firm do have their implications on the actions taken by their rivals or competitors. Thus, what is created is community and not individual firm competitive processes.

According to Boeker (1988) and Stinchcombe (1965), careers are a form of environmental imprinting and this can be seen in documenting the history of the media industry. When top decision makers in media firms land up sharing similar career and educational backgrounds, they tend to enforce similar organizational and also share a common logic of actions taken. The more their similarity, the more their tendency to interact in industry forums, thereby building overlapping social networks, developing rules of competition that are naturally taken for granted. The industry macro-culture that is thereby developed as a result of this can tend to be maladaptive in nature. Tacit rules shared among these dominant players means, there is no room for alternatives to neither be seen nor imagined. The careers that remain or emerge and the performance expected of the employees concerned, within the industry therefore provide an insight into the stability and change that has occurred within these media industries and institutions over time.

The blurring lines between different media are becoming more pronounced with technological advances. For example, newspapers,

television and radio programmes also have websites. More people now have access to the media and more new, lightweight technology, allows for programmes to be made with smaller teams and with lower budgets. This has of course increased the range of opportunities available to anyone seeking a career in the media.

9.6 DIVISION OF LABOUR

Living in an image-saturated world today, means visual literacy and an awareness of popular culture, media and film is making employment and job portfolios within media industries more diverse. Producers today, be they of television or film, and advertising agency directors follow the 'catch them young' ideology , as they know that the young people in particular are very knowledgeable about, and also interested in the workings of the popular media. In fact production work today is not simply left to the media industries, alone. New vistas have opened up in fields like marketing and website activities.

A point of importance for media organizations and individuals indulging in creating cultural products is a perennial debate, on how credit should be shared. It is often seen as a conflict of commercial and creative imperatives, between the so-called "suits" and the "creatives." These debates simply reflect the processes that shape the structure and management of media industries.

At a structural level, a media organization has many managers at different levels to ensure a smooth operation of the work concerned. A manager is anyone who directs the efforts of others in the attainment of goals. They are found at three levels: lower, middle and upper levels. Lower level managers are responsible for supervision of the routine work of employees under their charge and are accountable to the next level of management. An example of such managers is a television control room supervisor who answers to the production manager. Middle Level managers are responsible for carrying out particular activities furthering, the overall goals of the company. Examples of such managers are the heads of the

sales, program, news, promotion and marketing, production, engineering, and business departments. Top level managers are responsible for coordinating the company's activities and providing the overall direction for the accomplishment of its goals. A general manager of a broadcast station for example is considered a top level manager.

The general manager succeeds in organizing based on the selection of employees for the organisation. The selection of department heads therefore is a crucial part of the job. These heads are delegated the responsibility for the conduct and accomplishments of the various departments by the general manager. The general manager has to ensure that the organizational structure is such that it enables the firm to meet its objectives. If problems of overlapping or non-existent responsibility arise, the general manager's responsibility is to correct them. The organisational structure is usually influenced by many factors which include the number of employees, size of the market concerned and very often the preferences of the general manager.

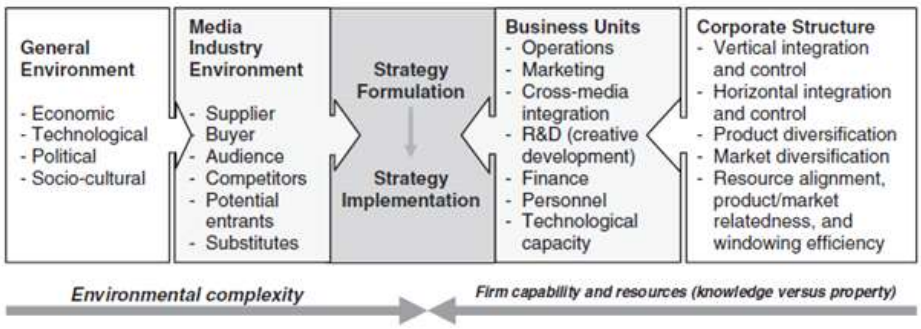
Most electronic media firms have the following common departments that help in their smooth operation: sales, program, promotion and marketing, news, production, engineering, business or administrative. Besides these, some additional functions include maintaining traffic and continuity.

A traffic department is headed by a traffic manager, sometimes usually the functions of the traffic department are carried out by a sub-department of the sales or the advertising/marketing department. The functions include the daily scheduling on a program log of all content to be aired by the station/channel; a compilation of a sheet showing times available for purchase by advertisers; and monitoring of all advertising content so as to ensure a compliance with commercial contracts.

The function of Continuity is usually concerned chiefly with writing of commercial copy and usually may be a sub-department within the sales department. A continuity director supervises the work and reports to the sales manager. If writing of program content and public service announcements is included, the continuity director may have to be

answerable to the heads of both the sales/marketing as well as the program departments.

When it comes to effective management and strategy formulation of media organisations, the following is considered to be a contemporary model of a proposed system of factors that affect strategy formulation and implementation. This model (from sources on media management) shows that the environmental complexity (the general environment and the media industry environment factors) and the firm capability and resources (business units and corporate structure) do play an important role in determining strategy formulation and strategy implementation in media organisations.



Like every other industry, in the past, job roles in media industries too were clearly defined and did not undergo much change. It is a different story today. The employee today is expected to possess a wide portfolio of skills. It is also expected that these skills will be continually updated and adapted to accommodate the needs of the current employer- a characteristic that clearly defines media production where short-term contracts and freelancing are a definite norm. What the media industry sees today and looks for is an increasing emphasis on 'multi-skilling', good IT (information technology), communication, business and creative skills. 'Bi-media skilling', is also becoming relevant. For example, camera operators may be expected to work on lighting as well or presenters might have to be the researchers too. Ultimately the portfolios or projects one starts gaining depends on how proactive and strategic one is and how willing they are to be prepared to learn from their efforts. Problem solving, getting details right and a keen interest in the changing media landscape are other key characteristics of today's prolific media professional.

What may still characterize media industries in various regions might still be the long hours of work, the instability of short contracts, women still earning less than their male counterparts in many cases, very often making the division of labour within media industries a more complicated process and a less than family friendly career option. Under-representation of minorities abound, though steps are being taken for a more diverse workforce in the industry. There is again the issue of nepotism in many cases making it difficult for anyone without contacts to forge a career. This too is changing with media conglomerates including greater equality of opportunity within their training programmes and work-experience opportunities. Rigorous recruitment strategies promoting diversity are also a way in which they are trying to make up for these malpractices within the industry. But opportunities for growth in the industry or even getting an employment are hard to come by with growing numbers of graduates, each year.



9.7 LET US SUM UP

- Lavine and Wackman (1988) identified five characteristics of the media industries and their products which are the following: their perishable nature as a commodity, the highly creative employees involved, the organizational structure concerned, the societal role it plays and the blurring of lines separating traditional media.
- *Leadership* has been defined by management theorists as “the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation”
- According to Warren Bennis (1994) leadership consists of three basic qualities. These are vision, passion and integrity.
- Characteristics of high performance and effective employees within an organization are usually based on the following criteria: clear goals, relevant skills, mutual trust, unified commitment, good communication, negotiating skills, appropriate leadership, and internal and external support.

- In studying job performance, a point of reference here can be the Industrial Organization (IO) model. This is based on the theory of firms and offers an analytical framework that has often proven to be useful in studying media firms or industries.
- Michael Porter (1998) had developed the "value chain" approach and approaches towards analyzing media firms and markets are sometimes based on it.
- According to Boeker (1988) and Stinchcombe (1965), careers are a form of environmental imprinting and this can be seen in documenting the history of the media industry.
- Most electronic media firms have the following common departments that help in their smooth operation: sales, program, promotion and marketing, news, production, engineering, business or administrative.
- The function of Continuity is usually concerned chiefly with writing of commercial copy and usually may be a sub-department within the sales department.



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9.9 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: Leadership is the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation.

Ans. to Q. No. 2: Vision, passion and integrity.

Ans. to Q. No. 3: Industrial Organisational model is based on the theory of firms and offers an analytical framework that has often proven to be useful in studying media firms or industries. The IO model is associated with the structure-conduct-performance or SCP paradigm. It suggests that behaviour and subsequent performance is affected by the competitive market structure in which they operate. Thus, not only economics of media firms but their performance too can be seen as a direct link to market structures and circumstances.

Ans. to Q. No. 4: Michael Porter



9.10 MODEL QUESTIONS

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

Q. 1: Explain with the help of a diagram the contemporary model of a proposed system of factors that affect strategy formulation and implementation.

Q. 2: What is the IO model? Briefly explain Michael Porter's "value Chain" approach as applied in analyzing media firms.

Q. 3: Briefly explain the role of traffic and continuity in media management firms.

Q. 4: Explain with an example the concept of bi-media skilling.

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

Q. 1: Write an essay on the impact of technology on the performance of employees.

Q. 2: What is the role of leadership in media organizations?

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UNIT 10: MANAGERIAL DECISIONS IN MEDIA ORGANISATIONS

UNIT STRUCTURE

10.1 Learning Objectives

10.2 Introduction

10.3 Types of Decisions

10.4 Pro Active Decisions

10.5 Reactive Decisions

10.6 Decision Making Process

10.7 Problems Encountered in Decision Making

10.8 Let Us Sum Up

10.9 Further Reading

10.10 Answers to Check Your Progress

10.10 Model Questions

10.1 LEARNING OBJECTIVES

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

- understand the types of decisions in an organization
- know about the process of decision making
- understand the problems faced in decision making

10.2 INTRODUCTION

An organisation runs on the basis of the decisions taken for its functioning and growth by the management. The effectiveness of the decisions can determine the strength and productivity of an organisation. It also helps determine how favourable is the environment for its functioning and development.

The decision making process is crucial to all kinds of organisations. Decision making is an organizational process as it surpasses the individuals and leaves an impact on the organizational goals.

Right and farsighted decisions can decide the fate of any organisation or industry and proper process of decision making remains crucial at all stages of production and growth.

As media organisations are responsible for informing, educating and entertaining the society, effective decisions are very crucial. The decisions are based on the nature of the media and the target audiences. But irrespective of the kind of media organisation, the basic methods of decision making and general challenges remain common to all organisations.

10.3 TYPES OF DECISIONS

There are two main types of decisions taken in an organisation, whether service industry or production based industry, including media organisations, and those are Proactive and Reactive decisions.

Proactive decision making is about actively engaging in continuous process of decision making. It is acting in anticipation of future problems. Hence such managers should be able to plan their decisions in a relatively broader context, which is conducive to ensuring that they solve problems effectively and take timely decisions to avoid problems from arising.

Reactive decision making is all about reacting to problems as they arise. There is less of prevention and more of problem solving after it arises. The anticipation or far sightedness is lacking in this situation.

10.4 PRO ACTIVE DECISIONS

A proactive manager will anticipate problems before they arise and introduce preventive measures. They are always thinking ahead and looking for ways to improve their company . This management style is often most successful in the long term, as it can help you avoid potential problems. This involves deep thinking and wider planning.

A growth oriented thinking is essential here with adaptability and team spirit.

In Proactive decision making, the advantage is, there is more possibility for risk mitigation as many problems are anticipated in advance. In the long term, this contributes to a positive company culture of accountability. The disadvantage is, it needs more planning and thinking.

A proactive style of working can be more beneficial for a media organisation compared to reactive style of decision making.



CHECK YOUR PROGRESS

Q.1: What is the advantage of proactive decision making?

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10.5 REACTIVE DECISIONS

Reactive decisions are taken by managers who are good at crisis management but less efficient at anticipating problems and not actually allow an environment where problems may arise on a regular basis. Managers with a reactive mindset tend to be more fearful and are afraid of change, taking risks, or failing. This fear can prevent them from taking the necessary actions to achieve their goals.

The advantages of reactive decision making are, certain unexpected situations can be handled well. During a crisis fast efficient decisions can be taken and there is creativity and innovation in decisions. While, the disadvantages are there, it lets the circumstances dictate actions and there is less preparation to lessen risks.

10.6 DECISION MAKING PROCESS

Decision making is one of the most important managerial tasks in any organisation. The effectiveness of the managerial team in handling issues is reflected through the kind of decisions taken by it at different

points of time and situations. Effective decisions can determine the sustainability of an organisation in a favourable as well as challenging environment.

The decision making process is crucial to all kinds of organisations, production based or service based.

Decision making is an organizational process as it surpasses the individuals and leaves an impact on the organizational goals. Decision making can be behavioural, traditional and participative. Decisions are, in today's context, not much taken on an individual scale, but organisations believe in group dynamics for decision making. Creativity and visualisation also play an important role in decision making of an effective kind for reaching the organisational goals.

Decisions can be categorised as programmed or non-programmed. Programmed decisions are routine and use mechanical procedures, like applying the rules of the organisation to find the best solution.

Non-programmed decisions are mostly made during a crisis faced by the organisation and need the managers to be very accurate in judgement and tactful.

Decision making in an organisation can be either Centralised, Decentralised, Formalised and Departmentalised.

In Centralized Decision making, the top level management takes the major decisions of the company or organisation that need to be followed by all other levels of management and employees. The decision might be beneficial for all or could be dissatisfying for different levels of the work force. But it is overlooked and all are bound to abide by the top level management decision.

In Decentralization decision making, there is more administrative control given by the organisation to local centers or groups that are part of the main organisation. In this type there is increased communication among local sectors of the organization and less of a reliance on formal communication giving a better sense of belonging to employees.

In Formalised decision making, the organisation already has some documented formal rules that need to be followed by all levels of management top to bottom. The company decisions are taken based on the rules and there is less scope for innovation or creativity in decision making. The outcomes sometimes are obvious.

In Departmentalisation, the decision making process is divided among the different departments and not centralised. This is effective sometimes as every department knows what is effective for them and what challenges they need to overcome for the best productivity.



CHECK YOUR PROGRESS

Q.2: Why decision making is said to be one of the most important managerial tasks in any organisation?

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10.7 PROBLEMS ENCOUNTERED IN DECISION MAKING

Decision making is a tough task where many challenges arise from time to time. There is incomplete information, lack of reliable data at many points of time which hampers proper decision making. Many a times the environment goes against the goals, like climate, geography or region specific culture. There could be a lack of effective communication between the different levels of management causing hurdles in decision making. Then there could be lack of team spirit or when subordinates do not cooperate well. Sometimes, incorrect timing or Subjective decisions for a decision can also have serious consequences. Lack of clarity in level of management, rigidity in decisions, lack of ability to take risks and lack of resources also contribute to challenges in decision making.



10.8 LET US SUM UP

- The two main types of decision making are Proactive and Reactive decision making.
- Managers with a reactive mindset tend to be more fearful and are afraid of change, taking risks, or failing. This fear can prevent them from taking the necessary actions to achieve their goals.
- In Proactive decision making, the advantage is, there is more possibility for risk mitigation as many problems are anticipated in advance. In the long term, this contributes to a positive company culture of accountability.
- The advantages of Reactive decision making are, certain unexpected situations can be handled well. During a crisis fast efficient decisions can be taken and there is creativity and innovation in decisions. While, the disadvantages are, it lets the circumstances dictate actions and there is less preparation to lessen risks.
- Decision making is one of the most important managerial tasks in any organisation. The effectiveness of the managerial team in handling issues is reflected through the kind of decisions taken by it at different points of time and situations. Effective decisions can determine the sustainability of an organisation in a favourable as well as challenging environment.
- Decision making in an organisation can be either Centralised, Decentralised, Formalised and Departmentalised.
- Problems in decision making can vary from incomplete information, lack of effective communication, unfavourable environment, absence of team spirit, lack of ability to take risk and missing farsightedness and low creativity and inadequate resources.



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10.10 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: In Proactive decision making, the advantage is, there is more possibility for risk mitigation as many problems are anticipated in advance. In the long term, this contributes to a positive company culture of accountability.

Ans. to Q. No. 2: Decision making is one of the most important managerial tasks in any organisation. The effectiveness of the managerial team in handling issues is reflected through the kind of decisions taken by it at different points of time and situations. Effective decisions can determine the sustainability of an organisation in a favourable as well as challenging environment.



10.11 MODEL QUESTIONS

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

Q. 1: What are the two main types of decision making in management?

Q. 1: What do you understand by Formalised and Departmentalised Decision making?

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

Q. 1: Elaborate on decision making process in an organisation with special reference to centralised and decentralised decision making.

Q. 2: Mention the advantages and disadvantages of Reactive and Proactive decision making.

Q. 3: Discuss some problems that occur while taking managerial decisions for an organisation.

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

UNIT STRUCTURE

11.1 Learning Objectives

11.2 Introduction

11.3 Need for Regulation

11.4 Self-Regulation by Media Companies

11.5 Areas of Legal Concern

11.6 Let Us Sum Up

11.7 Further Reading

11.8 Answers to Check Your Progress

11.9 Model Questions

11.1 LEARNING OBJECTIVES

After going through this unit, you will be able to

- understand the role media plays in the society
- discuss regulation for media
- analyse the importance of self-regulation by media
- distinguish between codes, laws and ethics
- apply ethics in your day-to-day work.

11.2 INTRODUCTION

The Mass Media plays a crucial role in society as it is the most accepted means through which public opinion is stimulated.

Many a times, the stability of a country is assessed by the way the media reports the news of a country. Communication is a fundamental human requirement, and media is about freedom of expression of communication, a fundamental right for all humans, envisaged under various international covenants and most of the constitutions including the Indian Constitution.

The stability of a country is assessed by the way the media report the news of that country. Media is the tool through which information is disseminated and freedom of speech and expression is attained. Restrictions on this medium by the State or any such authority causes threat to the rights and freedom of every human in the society.

The process of gathering, processing and disseminating information to the society makes it the fourth estate that lets people remain sufficiently informed. It also provides information on the functioning of the chosen government and if its representatives are acting upon electoral promises and achieve the desires of those who elected them.

Thus, it becomes the obligation of the media to circulate only valid facts and not cause chaos and instability in a society. For this, media activities should be observed meticulously so that the information circulated would not give any negative effect.

Media organisations, now a days are more profit oriented and have their hidden agendas. There is no proper authority in most nations to regulate media power except few bodies with not enough statutory powers. This makes self-regulation by media essential.

11.3 NEED FOR REGULATION

The right to freedom in article 19 of the Constitution of India guarantees the freedom of speech and expression, as one of six freedoms. Although article 19 does not expressly provide for freedom of press, the fundamental right of the freedom of press is implied in the right to freedom of speech and expression.

- Media plays an essential task in intensifying awareness among all people about human affairs in a society making it accountable.
- Media is universally recognised as a pillar of democracy expected to maintain certain practice of professionalism.
- It is considered a watchdog that checks and balances the power of the other three branches of the government i.e., the executive, the legislature and the judiciary.

- Universal belief is that only an autonomous press or media can endow citizens with a diversity of information.
- As the rate of literacy is rising, the press is attaining a strong foothold in the country even in the rural regions.
- There is extensive coverage of local, national and regional news which transmits the reports from nook and corner of the country on a daily basis.
- The digital media is gaining popularity among the new generation.
- Unlike the traditional, print or electronic media that assures facts checked by assigned editors, new media has less scope for fact checking.

11.4 SELF-REGULATION BY MEDIA COMPANIES

Self-regulation in media is a voluntary act, both, on the part of an individual, media professional as well a media organisation. Self-regulation ensures that the media can operate independently keeping the interest of its different stakeholders and also its own organisation. As regulation on media is not supposed to be imposed by any external agency therefore it carries more credibility in the eyes of the public.

Self-regulatory mechanisms are seen for the media in many parts of the world including India, like the codes of ethics, press councils and ombudsman, Tribunals etc.

Though not all self-regulatory mechanisms have been able to live up to the constant emerging challenges as some are considered to be overly restrictive in their mandate while some are inadequately resourced.

Self-regulation is seen in the form of codes of conduct, ethics and practices.

Code is a systematic set of guidelines or framework for standard moral behaviour considered desirable. A code is a document that sets out guidelines aimed at proscribing certain types of conduct deemed unethical and identifying other types of conduct as being ethical. Abiding by the codes make work more credible for a media house.

A nation's media does well when a common code of conduct for all journalists is drafted by separately taking ideas from working journalists across print, TV and web, retired veteran journalists, and other stakeholders.

Ethics do not involve formal set of codes and rules but are about self-check or self-control by media houses and personnel. It is about personal decisions and practices. Ethics is not law, although laws are made based on ethical values of a society.

According to a UNESCO report, more than 370 Codes of Practices are said to be listed by the International Press Council in different parts of the world. Although, journalists generally resist any kind of code as these are seen to keep certain check on their freedom of expression, but codes of conduct are aimed to help the journalists and contribute in their freedom.

Certain essential ethical values traced across cultures and nations such as **truthfulness, fairness, independence, accountability, objectivity, accuracy, and privacy.** A Journalist needs to be objective and truthful and accurate in presenting the factual information to people.

Verification of facts is a principle of good journalism. Accuracy is needed in factual details such as names, places, date, time, and people involved. Emphasising the need for objectivity, famous journalist C.P. Scott said, "Comment is free, but facts are sacred". Objectivity involves separation between news and opinion. Even when under pressure from government or political parties or business houses, you need to maintain ethics and remember your accountability to the larger masses. Maintaining privacy is yet another important ethical issue. A journalist should not transgress the boundaries of decency in their quest for exclusive news.

Certain Practices raise the issue of ethics. A media house or professional should practice value based action for pursuing their goals. We can take examples from areas like the digital media, that is a rich source of information which enables information sharing and dissemination without any filters or means to restrict the content. The new media has changed the way news is collected and disseminated. Major section of country's educated youth today are dependent on the new media platforms for information

gathering and also for entertainment. Authenticity of the sources of these information on social media are difficult to verify. Many information givers intend to create sensationalism and practice propaganda.

The practice for an ethical media professional here is to attribute the source of information given by them to the media consumers.

Similarly, investigative journalism involves a detailed enquiry of reports, documents and developments. Sting journalism is an offshoot of investigative journalism. Using hidden cameras for such operations raises concern over the invasion of privacy, entrapment, and accountability. Such practices should be self-restricted and self-regulated.

Moreover, in a diverse country like India, with various communities, tribes and sections following different faiths and rituals and practices, equality and social responsibility in treating people with empathy is an essential practice that a media organisation should follow.

Certain essential ethical values traced across cultures and nations such as **truthfulness, fairness, independence, accountability, objectivity, accuracy, and privacy.** A journalist needs to be objective and truthful and accurate in presenting the factual information to people.



CHECK YOUR PROGRESS

Q.1: What do you mean by code?

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11.5 AREAS OF LEGAL CONCERN

The Press, in India, as part of a democratic nation, does have its own freedom; yet has its set of responsibilities that need to be kept in the forefront. The media laws of the country aim at reminding the press of its duties and responsibilities by abiding by the Laws. It is commonly seen, that the media in developing nations does enjoy its freedom responsibly, as it has the big task of being actively involved in national development, yet it

becomes necessary to have some set of laws thrust upon by the State, that are accepted, as defined parameters, to function for the larger well-being of the nation.

Hence, the Constitution of India has imposed some reasonable restrictions on the media, both electronic and print. Media laws in India have a long history right from the British era, while post-independence saw the enactment of more such laws benefitting the society.

It is understood that the Indian Constitution does not provide freedom for media separately, but there is an indirect provision for media freedom through Article 19(1) (a), which provides freedom of speech and expression. At the same time, our Constitution also lays down some restrictions in the form of Article 19(2).

Law is a set of rules established in a social system, which demand or prohibit certain actions. These are governed by the courts of law and are abiding on its people and breaking of law is punishable. Some media laws such as the Contempt of Court, Libel and Defamation, Official Secrets Act 1923, explore the legalities involved in the profession of media.

1. The Official Secrets Act 1923

   The official Secrets Act is an Act, that merges the laws relating to official secrets and deals with offences like spying, possessing documents, codes, papers etc. and wrongful communication of secret information related to the national security and armed forces of the country. This came into existence on April 2, 1923, as The Official Secrets Act, 1923 (19 of 1923).

   The Act prohibits any person to cause harm to public safety and indulge in any kind of spying or misuse of the Uniform of the forces or possess documents and codes which they are not supposed to possess, or help someone to possess such documents or codes, or unlawful communication with foreign agencies revealing national secrets.

   This Act is India's anti-espionage. It states that actions that involve helping an enemy state, or breaching the security of a country,

like inspecting and trespassing government and defense areas, or collecting confidential documents without permission and sharing it with unauthorized parties is an act against the nation and is punishable.

2. Contempt of Court Act 1971- This Act states that in India, the offence of contempt of court is committed when a person either disobeys a court order, or interferes with judicial proceedings, or he or she says or does something that scandalizes or prejudices court proceedings and administration of justice, then it is a punishable offence that can lead to imprisonment.

3. Libel and Defamation- Libel and defamation refer to slandering someone's image either through verbal means (Libel)or through published work (Defamation). It is the communication of false statement that harms the reputation of a person, an organization or business etc. Defamation can also be done through signs, public ridicule, pictures or effigies or any communication that leads to public ridicule or hatred of a person or his or her profession.

The above need to be kept in mind by media professionals and media organization while conducting their tasks and duties.



CHECK YOUR PROGRESS

Q.2: What does the Official Secrets Act of 1923 relate to ?

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Q.3: What does the Contempt of Court Act of 1971 state?

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11.6 LET US SUM UP

- Media plays an essential task in intensifying awareness in all people about human affairs in a society making it accountable.
- Media is a universally recognised as a pillar of democracy expected to maintain certain practice of professionalism.
- It is considered a watchdog that checks and balances the power of the other three branches of the government i.e., the executive, the legislature and the judiciary.
- Media ethics and self-regulation are interlinked. If each media professional follows certain ethical principles and norms and adheres to them despite various pressures, it will lead to his/her own ethical conduct and self-regulation in the profession as well.
- Instead of keeping self-gain and profit making in mind, media organisations need to focus on giving actual news keeping in mind the public interest.
- Ethics form the base in the processes of journalism where identifying information, gathering news, selecting and presenting information are the main activities. It allots credibility to media organisation and helps it take responsible decisions. As media professional one needs to have a critical understanding of their role in a highly competitive and profit driven media environment and focus on positive change in society through their work.



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11.8 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: Code is a systematic set of guidelines or framework for standard moral behaviour considered desirable. A code is a document that sets out guidelines aimed at proscribing certain types of conduct deemed unethical and identifying other types of conduct as being ethical.

Ans. to Q. No. 2: The official Secrets Act is an Act, that merges the laws relating to official secrets and deals with offences like spying, possessing documents, codes, papers etc. and wrongful communication of secret information related to the national security and armed forces of the country. The Act prohibits any person to cause harm to public safety and indulge in any kind of spying or misuse of the Uniform of the forces or possess documents and codes which they are not supposed to possess, or help someone to possess such documents or codes, or unlawful communication with foreign agencies revealing national secrets.

Ans. to Q. No. 3: Contempt of Court Act 1971 states that in India, the offence of contempt of court is committed when a person either disobeys a court order, or interferes with judicial proceedings, or her or she says or does something that scandalizes or prejudices court proceedings and administration of justice, then it is a punishable offence that can lead to imprisonment.



11.9 MODEL QUESTIONS

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

Q. 1: What is the essential human requirement that makes media important?

Q. 2: Why is media considered the fourth pillar of democracy ?

Q. 3: Discuss regulation in media.

Q. 4: What makes self-regulation a necessary gesture for media organisations?

Q. 5: What do you understand by Codes and Ethics?

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

Q. 1: What is Law and how legal concerns are of much importance in functioning of media?

Q. 2: How can application of ethical practices of a journalist lead to self-regulation?

Q. 3: Describe the Official Secrets Act 1923.

Q. 4: What do you understand by Libel and Defamation?

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UNIT 12: MEDIA OWNERSHIP

UNIT STRUCTURE

12.1 Learning Objectives

12.2 Introduction

12.3 Different Awards

12.4 Courses

12.5 Fellowships

12.6 Placement opportunities in media and mass communication

12.7 Let Us Sum Up

12.8 Further Reading

12.9 Answers to Check Your Progress

12.10 Model Questions

12.1 LEARNING OBJECTIVES

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

- understand career avenues in the domain of media
- discuss the career scopes in different training opportunities, courses and fellowships.
- understand the placement opportunities in media and mass communication.

12.2 INTRODUCTION

In this unit, we are going to discuss the scope and career opportunities in media industry.

12.3 DIFFERENT AWARDS

There are different categories of media awards in the world:

a. **Animation Awards:** In the category of animation awards there are different subcategories.

   i. Annie Awards

   ii. Anime and Manga Awards

iii. Emile Awards

iv. Golden Rooster Award for best animation

v. Tokyo Anime Award

vi. National Film Award for Best Animated Film

b. Children's media and toys awards

i. Eliot-Pearson Award

ii. National Toy Hall of Fame

iii. Parents' Choice Award

c. Film Awards

i. Golden Globe Award

ii. Findling Award

iii. Asianet Film Awards

iv. Filmfare Awards

v. National Film Awards

d. Journalism Awards

i. Pulitzer Award

ii. Edward R. Murrow Awards

iii. GLAAD Media Awards

iv. Hugo Award for Best Professional Editor

v. Ramnath Goenka Award

vi. Albert Londres Prize

e. Television Awards

i. Guild Awards

ii. Indian Television Academy Awards

iii. Indian Telly Awards

iv. People's Choice Awards India

v. Gold Awards

12.4 COURSES

Media courses comes with a broader framework of various communication approaches ranging from the history, content and various

communicative methods and tools. It uses various concepts of disciplines such as anthropology, psychology, sociology, economics, politics, philosophy etc.

Within the realm of mass media studies there are two broad categories one is related to the theoretical understanding and the other deals with vocational courses. Vocational courses focus more on adding practical and specialized skills such as efficient editing, photography, efficient writing and media production processes.

There are different career prospects in media studies that include positions such as journalist, media planner, television producer, communication professional, social media specialist, copywriter and others.

Popular courses in media studies:

a. Masters of Journalism and Communication

Masters of Journalism and Communication is a two years post graduate program offered by different public universities governed by the central and the state. This course is offered for two years and students hail from different streams from Science, Humanities, and Commerce etc. In North-East India there are different universities which offer two year journalism and communication program. Under this program there are different papers such as orientation towards print media, electronic media, online media, film studies, advertising, and public relations

b. Post Graduate Diploma in Journalism and Mass Communication

This course is offered for one year period at various governmental and private institutions. Major objective of this program is to prepare students as media professionals in a span of 1 year. Among the flagship institutions which offers diploma course in journalism and mass communication the Indian Institute of Mass Communication (IIMC) comes significantly.

c. Post Graduate Diploma in English Journalism

This program is offered for specific medium catering specifically to the needs of English media industry. Candidates are offered one

year program where they are offered journalistic and communication traits associated with the English journalism industry.

d. MBA- Media Management

With the growth of journalism as an industry there has been a need to understand its activities from managerial perspective. Masters in Business Administration offers different program related to the managerial practices of media organization. The course structure revolves around the components of various types of journalism ranging from print to the online driven, corporate communication, advertising management, organizational behaviors and principles of management.

f. Post Graduate Diploma in Public Relations and Advertising

This course is offered for one year period and the main agenda is to train media professionals with the tactics of advertising and public relations practices. This course is offered to candidates from different graduation background. Program constitutes modules of public relations and advertising.

g. B.Sc. in Animation and Multimedia

The animation and multimedia industry is thriving high in current scenario. This course is a three year graduation program and offers multiple course structure in animation and multimedia modules. There are different private and government institutes that offer this program. The subjects include history of animation, color balancing, 2D animation, Matte painting and the digital methodologies.

h. Bachelor in Media, Entertainment and Film Technology

This course is offered for three years and the students are provided subjects related to the film technology, media industry etc. There are different colleges offering this program. Generally the nomenclature for this course is Bachelor of Arts or the Bachelor of Sciences.

i. Post Graduate Diploma in Marketing and Communication

This program is offered for two year basis and provides valuable knowledge that may include the study of social media, content creation, advertising, corporate communication etc.

j. B.A. in Digital Media

This program is drawn from courses of virtual communication, graphic design and computer science. It is a four year degree program where students are offered with the skills to develop technological imagery in the form of audio and video both.

k. M.A. in Film Studies

The main objective of this course is to give knowledge related to the historical interventions in film studies. This course is offered for two years and various research techniques associated with the film theories and the methods provided. In India there are various government and private institutions which offer film studies program. Jadavpur University's film studies program is the flagship program in film studies.

l. Post Graduate Diploma in Broadcast Technology

It's a one year diploma program mainly related to the broadcast techniques. This course is opted mainly by the engineering and the science graduates and they are trained for the broadcast engineering. The candidates undergoing this course make their career in various news and entertainment channels production control room (PCR) and master control room (MCR).

m. Post Graduate Diploma in Sound Engineering

This course is offered for a period of one year. The candidates need physics background to enroll for this course. Under the scheme of this program candidates are trained with various techniques that helps in creating sounds for films, soap operas and music shows.

12.5 FELLOWSHIPS

There are different organizations which provides ample opportunity to various communication professionals to develop and nurture their expertise.

a. Reynolds Journalism Institute (RJI) Fellowship

It is a residential fellowship provided to media professionals to promote their practice and understanding of media practices. The

candidates associated with this fellowship undergo training at the Donald W. Reynolds Journalism Institute in Columbia, Missouri. A monthly stipend ranging up to US dollar $10,000 is provided per month to the candidate.

b. Reuters Journalism Fellowship Programme

This research fellowship is provided in three terms at Oxford University from the Reuters Institute for the Study of Journalism. The fellows attending the program need to work on multiple projects focuses that on journalism and democracy, business journalism, media policy etc.

c. Spencer fellowship for Education Journalism

This fellowship is granted by Columbia's Graduate School of Journalism for educators, researchers and journalists. They are allowed one year to conduct academic research at Colombia University and assigned with a responsibility to work on the journalism project which centers on American education system. US dollar $75,000 fellowship amount is provided.

d. World Press Institute Fellowship

This fellowship can be applied by non-US journalists also. Under this fellowship the World Press Institute fellows spend time at various media organizations across the country and reports on social issues and also observe the coverage pattern of US media.

e. Knight Science Journalism Fellowships at MIT

The period of this fellowship is for two-semester and it mainly aims at the accurate and independent coverage of science and technology. This fellowship program targets midcareer journalists, who work on the ambit of technology, science and the environment related area. Fellows are provided US dollar $70,000 along with other benefits.

f. Knight-Bagehot Fellowships

This fellowship is granted in the field of Economics and Business Journalism. It offers one year fellowship program at Colombia University in New York. Each fellow receives a stipend amount of

US dollar $60,000 and free tuition. During the tenure the recipients attend seminars, briefings and visit to the New-York based media organizations and financial institutions.



CHECK YOUR PROGRESS

Q.1: Why is the RJI fellowship provided?

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Q.2: In which field is the Knight-Bagehot Fellowship granted?

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12.6 PLACEMENT OPPORTUNITIES IN MEDIA AND MASS COMMUNICATION

It has been observed that media and entertainment industry is making a phenomenal growth. With the growth of this industry there has been a major demand for the workforce. Most of this workforce is getting generated from various public and private institutions. These institutions have a major role in creating placement opportunities for the students.

Mass communication as a stream of study offers multiple opportunities in different segments such as Print media, Electronic Media, New Media, and Event Management etc.

a. Print Media:

Globally print media industry is shrinking its footprints due to the digital expansion but in India the development scale of print media outlets are thriving high. There has been a rapid advancement in the language press specifically in tier-2 and tier-3 cities. Due to this advancement, the job opportunities for local media professionals had increased a lot. Among the major outlets that have significant contribution in North and West India are Dainik Jagaran, Dainik Bhaskar, Navbharat Times and Amar Ujala. Most of these dailies

are meant for the Hindi belt readers. Apart from Hindi Newspapers there are other language dailies such as Bangla, Odia, Assamese, Telgu, Kannada, Tamil etc.

Along with the dailies there are other sections such as periodicals and magazines of various media outlets which also provide a major opportunity for the budding journalists.

b. Electronic Media

With the introduction of several television channels and radio broadcasting organizations, there are multiple job opportunities for media graduates. In the domain of television channels there are two separate segments of News and Entertainment. There are about 900 news channels in India. Theses news channels are majorly divided into national and regional segments. In national segments there are major players such as ABP, NDTV, Times Now, News 18 Group, Zee etc. These national news channels also have their proliferation in regional news segments. Apart from national news houses each and every region has their language based news channels. These news channels provide ample job opportunity to candidates specifically by residing in their region.

In a news channel there are different positions such as editorial job opportunities, technical roles and responsibilities, management functionaries etc. The news editorial section has multiple job opportunities such as news casting, reporting, copywriter and editor etc. Along with this there is a dedicated team for news production activities. The news production team constitutes panel producers, news directors, video and audio mixing persons, graphics designer, online producers, camera persons etc.

Apart from news channels there are a number of Entertainment channels. These entertainment channels have wider audience base in national and regional platforms. In national platforms the major players are Zee, Star and Sony tv. Besides, there are regional players catering to the demands and choices from regional segment.

C. New Media.

With the growth of online media there has been a rapid advancement in the job opportunities. More and more traditional media outlets are converting their gear towards online segments. New job positions such as Search Engine Optimizer (SEO), Multimedia producers, Social media analyst etc. are getting formed. Currently the new media is the most thriving industry and providing job opportunities in multiple segments.

Different media platforms such as print media, electronic media, new media, corporate communication and advertisement have deep association with online media platform. In respect to print media, the online media platforms have given them an opportunity of multiple editions. In electronic media segment both television and radio uses online platform for wider viewing capacity.

The growth of new media lies on multiple factors such as cost effectiveness; effectiveness and popularity of online campaign are easier, possibility of instant gratification among customers are higher.



CHECK YOUR PROGRESS

Q.3: What are the different placement opportunities in electronic media?

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12.7 LET US SUM UP

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

- There are about 900 news channels in India. Theses news channels are majorly divided into national and regional segments. In national

segments there are major players such as ABP, NDTV, Times Now, News 18 Group, Zee etc.

- Among the major outlets that have significant contribution in North and West India are Dainik Jagaran, Dainik Bhaskar, Navabharat Times, Amar Ujala. Most of these dailies are meant for the Hindi belt readers.
- Reuters Journalism Fellowship Programme is provided in three terms at Oxford University from the Reuters Institute for the Study of Journalism. The fellows attending the program need to work on multiple projects focus on journalism and democracy, business journalism, media policy etc.
- Columbia's Graduate School of Journalism for educators, researchers and journalists. They are allowed one year to conduct academic research at Columbia University and assigned with a responsibility to work on the journalism project which centers on American education system. $75,000 US dollar fellowship amount is provided
- Various courses in journalism and mass communication are Master's in Journalism and Communication, Post Graduate diploma in Journalism and Communication, Post Graduate Diploma in Film Studies, Post Graduate Diploma in Audio and Broadcast Technology.
- There are different universities such as Assam University, Tezpur University, Guwahati University and Cotton University that offers post graduate degree program in journalism.
- In Post Graduate Diploma in Journalism and Communication the IIMC (Indian Institute of Communication) is the flagship institute in India.
- In Audio production and Broadcast technology the FTII (Film and Television Institute of India) and the SRFTI (Satyajit Ray Film and Television Institute of India) offers the best coursses in the respectine areas.
- Awards are categorized into different sectors such as Animation, Journalism, Film, Television, and Children Film.



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12.9 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: Reynolds Journalism Institute (RJI) Fellowship is a residential fellowship provided to media professionals to promote their practice and understanding of media practices. The candidates associated with this fellowship undergo training at the Donald W. Reynolds Journalism Institute in Columbia, Missouri. A monthly stipend ranging up to US dollar $10,000 is provided per month to the candidate.

Ans. to Q. No. 2: Knight-Bagehot Fellowship is granted in the field of Economics and Business Journalism. It offers one year fellowship program at Colombia University in New York. Each fellow receives a stipend amount of $60,000 US dollar and free tuition. During the tenure the recipients attend seminars, briefings and visit to the New-York based media organizations and financial institutions.

Ans. to Q. No. 3: With the introduction of several television channels and radio broadcasting organizations, there are multiple job opportunities for media graduates. In the domain of television channels there are two separate segments of News and Entertainment. There are about 900 news channels in India. These news channels are majorly divided into national and regional segments. In national segments there are major players such as ABP, NDTV, Times Now, News 18 Group, Zee etc. These national news channels also have their proliferation in regional news segments. Apart from national news houses each and every region has their language based news channels. These news channels provide ample job opportunity to candidates specifically by residing in their region.

In a news channel there are different positions such as editorial job opportunities, technical roles and responsibilities, management functionaries etc. The news editorial section has multiple job opportunities such as news casting, reporting, copywriter and editor among others. Along with this there is a dedicated team for news production activities. The news production team constitutes panel producers, news directors, video and audio mixing persons, graphics designer, online producers, camera persons etc.

Apart from news channels there are a number of entertainment channels. These entertainment channels have wider audience base in national and regional platforms. In national platforms there are major players such as Zee, Star, Sony and tv. Besides there are regional players catering to the demands and choices from regional segment.



12.10 MODEL QUESTIONS

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

Q. 1: What is Knight-Bagehot Fellowships?

Q. 2: Write a short note on various awards associated with print journalism.

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

Q. 1: Write a detailed note on the scope and opportunities associated with mass communication and journalism.

Q. 2: What are the common courses associated with media and communication? Enumerate in detail various fellowship structures associated with media courses.

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UNIT 13: INTRODUCTION TO BUSINESS ETHICS

UNIT STRUCTURE

13.1 Learning Objectives

13.2 Introduction

13.3 Concept of Business Ethics

13.4 Elements of Business Ethics

13.5 Need for Business Ethics

13.6 Factors Affecting Business Ethics

13.7 Unethical Business Behaviour

13.8 Ethis Vs. Law

13.9 Theories of Ethics

13.10 Ethics in Global Context

13.11 Let Us sum Up

13.12 Further Reading

13.13 Answers to Check Your Progress

13.14 Model Questions

13.1 LEARNING OBJECTIVES

After going through this unit, you will able to:

- define meaning and characteristics of business ethics
- explain the elements or principles of business ethics
- ontline the need for business ethics
- describe the factors affecting business ethics
- understand ethical and unethical behaviour
- know about ethics in global context.

13.2 INTRODUCTION

The word ‘ethics’ is derived from the Greek Word ‘ethos’ which refers to character or ideal standard of behaviour.

According to common usage, the terms moral, good, right, just, honest etc. all are synonymous with ethical. In general, ethics deals more

with good than with evil. However, same action may be moral or immoral, depending upon the school of moral thought. Again, what is moral in our society may be immoral in another.

In simple woods, ethics specify, what is good or bad, fair or unfair, right or wrong? When applied to business, ethics mean the business practices which are desirable from the point of view of the society.

In this unit we will discuss the concept, elements needs and factor's affecting business ethics. We will also discuss the unethical business behaviour and some theaories of business ethics.

13.3 CONCEPT OF BUSINESS ETHICS

Business ethics are just an extension of the general concept of ethics. It can be defined as socially determined moral principles which govern business activities.

B. O. Wheeler defines the term business ethics as follows:

"Business ethics is an art and science of maintaining a proper harmonious relationship with society, its various groups and institutions as well as recognising the moral responsibility for the rightness or wrongress of business."

A business is a part of the society and so it should follow the ethical or moral norms of the society. It should be guided by the principles which are considered right by the society. It is expected of every business firm to integrate ethical values with the business operations.

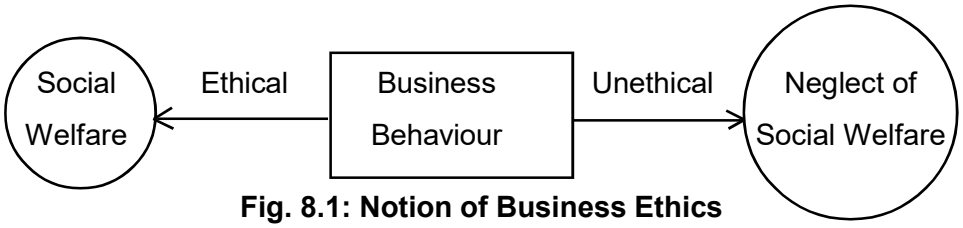


Fig. 8.1: Notion of Business Ethics

Examples of Business Ethics

Every business is expected to carry its operations in an ethical manner or socially destirable way.

A few examples of ethical business practices are:

i) To charge fair prices from the customers.

ii) To use fair weights for measurement of commodities.
iii) To pay taxes to the government honestly.
iv) To charge reasonable profits from the customers.
v) To give fair treatment to the workers.

The following characteristics emerge from the discussion and analysis of the definition of business ethics:

i) Business ethics are, in a way, a type of self-imposed discipline.
ii) They are moral principles which guide business behaviour.
iii) They imply an idea of honesty which guides the businessmen as to the rightness or wrongness of their decisions and actions.
iv) The basic philosophy of business ethics is maximum serial welfare through functioning of business exterprises.

13.4 PRINCIPLES/ELEMENTS OF BUSINESS ETHICS

Some of the basic elements of business ethics while running a business enterprise are:

1) Top Management Commitment: Top management has a very important role to guide the entire organisation towards ethical behaviour. The CEO and other top level managers must be openly and strongly committed towards ethical conducts and guide people working at middle and low level to follow ethical behaviour.

2) Publication of a 'Code': Generally ethical organisations define a code of conduct and set of ethics for all the employees in the organisation. These principles are defined in a written document called code. These ethics cover various areas such as health and safety in the work place. fair dealing in selling and marketing activities etc.

3) Establishment of Compliance Mechanism: To make sure that actual decisions match with a firm's ethical standards, suitable mechanism should be established, e.g. corporate ethics in training, recruitment, selection etc.

The employees of the organisation must be free to report about the matters of unethical behaviour in the organisation.

4) Involving Employees at all Levels: While making ethical programmes and policies, employees must be involved because these have to practised by them only. By forming small groups of employees the ethical policies can be discussed by them and we can examine their attitude towards these policies.

5) Measuring Results: Although its is very difficult to measure the ethical results but it must be verified and audited that how far work is being carried on according to ethical standards. From time to time the top level must meet the employees to set the future plan of action.



CHECK YOUR PROGRESS

Q.1: State whether the following statements are True or False:

i) The word 'ethics' is derived from the Latin word 'ethos'.

ii) Business ethics are a type of self-imposed discipline.

ii) To pay taxes to the Government honestly is unethical.

iv) The basic philosophy of business ethics is maximum social welfare.

v) Top management has no role to play in business ethics.

Q.2: State two features of business ethics.

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13.5 NEED FOR/SIGNIFICANCE OF BUSINESS ETHICS

The need for business ethics is evident throughout the world. Professional codes or code of conducts have been developed by the trade associations so that business community and professional people exhibit ethical behaviour for safety and welfare of the people.

Business ethics are needed for the following reasons:

1) **Improve the Confidence of Customers:** Publication of a code of ethics is likely to improve the confidence of customers, clients, employees etc. in the quality of service they may expect.
2) **Govern the Interrelationship of the Members:** Business codes govern the interrelationship of the members. Busniess cannot be carried on without trust in th eethical standards.
3) **Protection of Interests:** The interest of all those who deal with business, i.e. stockholders, employees, customers, competitors, dealers and suppliers need to be protected from the unethical ways of dealing and exploitation.
4) **Organisation of Powerful Consumer Associations:** Consumers are no longer at the mercy of the business firms. They have organised powerful associations to discipline the business firms. To avoid any confrontation with the consumers' associations, it is advisable for the business to follow ethical practices.
5) **Confrontation with Major Groups of Social Issues:** Business today is confronted with major groups of social issues like environmental protection, energy crisis, people-oriented management etc. These issues being interrelated, need that business should feel some obligation for meeting these issues.
6) **Intervention of Government:** Various laws reflect the ethics of society. If a business is not ethical it will attract the intervention of government and court of law.

13.6 FACTORS AFFECTING BUSINESS ETHICS

The following are the main determinants of business ethics:

1) **Social Values:** Social values refer to moral principles or moral values or beliefs of society. The society in which people have high moral values, in that society the businessman also has to practise ethical behaviour as social forces excercise considerable influence on business ethics.
2) **Personal Values:** The businessman with high moral values and principles excercise ethical behaviour. The personal beliefs of

individuals working in an organisation also influence business ethics. Generally employees follow their superiors and tend to adopt their values and actions. The behaviour of business rivals and associates also shapes the business ethics.

3) **Industry Norms:** Some industries and trade follow a set code of conduct. The industries have an ethical climate which governs the code of conduct of their employees. With trend towards professionalsm there is improvement in ethical behaviour of managers. The professional managers normally tend to have higher ethical standards as compared to non-professional managers.

4) **Government Rules and Regulations:** The rules and regulations framed by the government force the businessmen to follow ethical behaviour and excercise high code of conduct. For example, it is compulsory for liquor manufacturing and tobacco manufacturing companies to write statutory warning on the product that 'comsumption of liqnor or tobacco is injurious for health or causes cancer.'

5) **Legislation:** The government can excercise control over businessmen and can force them to follow ethical behaviour by passing an Act or law. For example, consumer protection Act, Essential Commodities Act etc are passed by the Government to keep a check on the unethical behaviour of the businessmen.



CHECK YOUR PROGRESS

Q.3: State whether the following statements are True or False:

i) Professional code of conducts have been developed by the trade associations.

ii) Business can be carried on without trust in the ethical standards.

iii) Social values refer to moral values or beliefs of society.

iv) Generally employees donot follow their supperiors.

v) A Government has no cantrol over businessmen.

Q.4: What do you mean by intervention of Government?

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13.7 UNETHICAL BUSINESS BEHAVIOUR

Corruption and unethical behaviour go together and exist side by side. Corruption is encouraged because business cannot wait and has to be kept going as an existing concern while government red-tape takes time. The varions sections of society practise unethical behaviour for fulfilment of their own goals and interests. Some examples are given below:

A) Unethical Behaviour to Workers:

i) Overlooking industrial safety norms in order to get work done.

ii) Denying legitimate promotion.

iii) Discremination among workers on the basis of caste, sex or religion.

iv) Inhuman treatment to poor workers.

B) Unethical Behaviour to Consumers:

i) Indulging in vulgar and false advertising to attract consumers.

ii) Neglating after sale service.

iii) Supplying lesser weight at higher prices etc.

C) Unethical Behaviour to Investors/Shareholders:

i) Witholding meaningful information.

ii) Indulging in unhealthy speculation.

iii) Witholding payment of dividends etc.

D) Unethical Behaviour to Government:

i) Keeping two sets of books to evade taxes.

ii) Supply wrong or misleading information to Government departments.

iii) Deliberately non-cooperating with the state in implementation of its economic and social policies.

E) Unethical Behaviour to Society at Large:

i) Bribing public officials to obtain undue favours.

ii) Causing environmental pollution such as air, water, sound pollution etc.

iii) Black marketing and hoarding of goods.

iv) Production of things injurious to health of people etc.

13.8 ETHICS VS. LAW

Ethical behaviour is above the behaviour required by law. Both law and ethics decide what is right and what is wrong. Law reflect the ethical or moral values of society, that is what conduct is permitted and what is not permitted in the society and if one is breaking the law then one is punished or penalised. The business ethics also decides what is th expected conduct of businessman and what is not expected by the society. Some unethical aspects of business are also punishable such as adulteration, black marketing etc. but some acts are considered unethical which are not punishable under law. For example, unduly high price charged by the businessman is unethical but it is not punishable under law. That is why we say ethics are above the law.



CHECK YOUR PROGRESS

Q.5: State whether the following statements are True or False:

i) Inhuman treatment to poor workers is an unithical behaviour.

ii) Neglating after sales service is an ethical behaviour.

iii) Withholding payment of dividends to shareholders is ethical.

iv) Supplying wrong information is to government is ethical.

v) Black marketing and hoarding of goods is unethical.

Q.6: Identify two unethical behaviour of business to the society–

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13.9 THEORIES OF ETHICS

There are four theories or views on business ethics. They are–

1) Theory of Utilitarian View.
2) Theory of Rights View.
3) Theory of Justice View.
4) Theory of Integrative Social Contracts.

They are explaned below:

1) Theory of Utilitarian View: The utilitarian view of ethics says that ethical decisions are made on the basis of their outcomes or consequences. Utilitarian theory uses a quantitative method for making ethical decisions. For example, a plant manager may decide to lay off 20 percent of workforce from the plant because it will increase the plants profitability, improve job security for the remaining 80 percent.

Utilitarian theory encourages efficiency and productivity. However, it can result in biased allocations of resources. Utilitarian can also result in the rights of some stakeholders being ignored.

2) Theory of Rights View: This theory is concerned with respecting and protecting individual liberties and privileges such as the right to privacy, freedom of conscience, free speech, life and safety etc. The positive side of this theory is that it protects individuals, basic rights. But it has a negative side for organisations. It can present obstacles to high productivity and efficiency by creating a work climate that is more concerned with protecting individuals' right than with getting the job done.

3) Theory of Justice View: The next view is the theory of justice view of ethics. Under this approach, managers are to impose and enforce rules fairly and impartially and do so by following all legal rules and regulations. For example, a manager may provide the same rate of pay to individuals who are similar in their levels of skills, performance or responsibility irrespective of their gender, personality, race etc.

Using standards of justice also has pluses and minuses. It protects the interests of those stakeholders who lack power. However, it may

make employees reduce risktaking, innovation and productivity.

4) **Theory of Integrative Social Contracts:** This theory proposes that ethical decisions should be based on empirical (what is) and normative (what should be) factors. This view of ethics is based on the integration of two 'contracts' :
   i) General social contract that allows businesses to operate and defines the acceptable ground rules,
   ii) More specific contract among members of a community that addresses acceptable ways of behaving.

For example, in deciding what wage to pay workers in a new factory, managers following the integrative social contracts theory would base the decision on existing wage levels in the community. This theory of business ethics suggests that managers need to look at existing ethical norms in industries and companies in order to determine what constitutes right and wrong decision and actions.

Most business people follow the utilitarian theory of ethics. This is because this approach is consistant with such business goals as efficiency, productivity and profits. However, trends towards individual rights, social justice and community standards mean that managers need ethical standards based on non-utilitarian criteria. The result, of course, is that managers inereasingly find themselves struggling with ethical dilemmas.

13.10 ETHICS IN GLOBAL CONTEXT

Social and cultural differences between countries are important environmental factors that determine ethical and unethical behaviour. For example, the manager of a Maxican firm bribes several high ranking Government officials in Maxico city to secure a profitable Government contracts. Such a practice would be seen as unethical, if not illegal, in the United States. But it is a standard business practice in Mexico.

Should Coca-Cola employees in Saudi Arabia adhere to US ethical standards or should they follow local standards of acceptable behaviour? The problem is that some practices are considered improper in the United States while the same is proper in other countries.

In the case of payments to influence foreign officials or politicians, there is a law to guide US managers. The foreign corrupt practices Act makes it illegal for US firms to knowingly corrupt a foreign official. In some Latin American countries, for example, government bureaucrats are paid ridiculously low salaries because custom dictates that they receive small payments from those they serve. Payoffs to these bureauerats 'grease the machinery' of government and ensure that things get done. The foreign corrupt practices does not expressly prohibit small payoffs to foreign government employees whose duties are primarily administrative or clerical when such payoffs are an accepted part of doing business in that country.

It is important for individual managers working in foreign culture to recognise the various social, cultural and political and legal influences on business. Global organisation must clarify their ethical guidelines so that employees know what is expected of them while working in a foreign location. This adds another dimension to making ethical judgements.

Nine Principles of Global Business

A) Human Rights:

Principle 1: Support and respect the protection of international human rights within their sphere of influence.

Principle 2: Make sure business corporations are not complicit in human rights abuses.

B) Labour Standars:

Principle 3: Freedom of association and the effective recognition of the right to collective bargaining.

Principle 4: The elimination of all forms of forced and compulsory labour.

Principle 5: The effective abolition of child labour.

Principle 6: The eliminations of discrimination in respect of employment and occupation.

C) Environment:

Principle 7: Support a precautionary approach to environmental challenges.

Principle 8:	Undertake initiatives to promote greater environmental responsibility.
Principle 9:	Encourage the development and diffusion of environmentally friendly technologies.
Source : The Global Compact website, August 14, 2000.	

There are nine principles for doing business globally in the areas of human rights, labour standards and environment Managers can do a number of things if they are serious about reducing unethical behaviours in their organisations:

i) They can seek to hire individuals with high ethical standards.
ii) Establish codes of ethics and decision rules.
iii) Lead by example.
iv) Provide ethics training.
v) Conduct social audits.
vi) Provide support to individuals facing ethical dilemmas.

When all or most of them are implemented as part of a comprchensive ethics programme, they have the potential to significantly improve an organisations ethical climate.



13.11 LET US SUM UP

- The wond ‘ethics’ is derived from the Greek word ‘ethos’ which refers to character or ideal standard of behaviour.
- Business ethics are just an extension of the general concept of ethics. It can be defined as socially determined moral principles which govern business activities.
- There are some basic principles of ethics to be followed while running a business enterprise.
- Business ethics are needed for improve the confidence of customers, govern the interrelationship of the members, rotect the interest of stakeholders, organise powerful consumer associations etc.

- There are four theories or views on business ethics they are Theory of Utilitarian View, Theory of Rights View, Theory of Justice View and Theory of Integrative Social Contracts.



13.12 FURTHER READING

1. Chhabra, T. N. and Chhabra, Sandhya; *Business Studies*; Karol Bagh, New Delhi: Arya Publication.
2. Gandhi, Poonam; *Business Studies*; Nai Sarak, Delhi: Dhanpat Rai & Co.
3. Pathak, R. K., Kalwar, M.C.; *Business Studies*; Ram Nagar, New Delhi: S. Chand & Company Ltd.
4. Robbins and Coulter; *Management*; Delhi: Prentice Hall.



13.13 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: i) False, ii) True, iii) False, iv) True, v) False.

Ans. to Q. No. 2: Two features of business ethics are–

i) They are moral principles which guide business behaviour.

ii) The basic philosophy of business ethics is maximum social welfare.

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

Ans. to Q. No. 4: Various laws reflect the ethics of society. If a business is not ethical it will attract the intervention of Government and court of law.

Ans. to Q. No. 5: i) True, ii) False, iii) False, iv) False, v) True.

Ans. to Q. No. 6: Two unethical behaviour of business to the society are–

i) Bribing public officials to obtain undue favours.

ii) Black marketing and Hoarding of goods.



13.14 MODEL QUESTIONS

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

Q. 1: What do you understand by business ethics?

Q. 2: What are the characteristics of business ethics?

Q. 3: Discuss the principles of business ethics.

Q. 4: Explain the need for business ethics.

Q. 5: Discuss in brief the main determinants of business ethics.

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

Q. 1: Explain unethical behaviour of business with some examples.

Q. 2: Make a comparison between ethics and law.

Q. 3: Discuss in brief the various theories on business ethics.

Q. 4: Write a note on ethics in the global context.

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UNIT 14: BUSINESS COMMUNICATION

UNIT STRUCTURE

14.1 Learning Objectives

14.2 Introduction

14.3 Concept of Business Journalism

14.3.1 Success through proper communication

14.4 History of business communication

14.5 Need for business journalism

14.5.1 Essential Characteristics of Business Communication

14.5.2 The Benefits of Effective Communication

14.6 Present Scenario

14.6.1 Five rules of good writing or communication

14.7 Five Ps of marketing mix

14.8 Target audience

14.8.1 Specific Characteristics of a Target Audience

14.9 Consumerist culture

14.10 Let Us Sum Up

14.11 Further Reading

14.12 Answers to Check Your Progress

14.13 Model Questions

14.1 LEARNING OBJECTIVES

After going through this unit you will be able to ;

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

14.2 INTRODUCTION

Communication usually means speaking or writing or sending a message to another person. Human communication is an important aspect

of human behaviour. The concept of communication is very wide. It is not restricted to any particular branch or field but it is central to what we do as members of organizations such as family and community group to which we belong.

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

14.3 CONCEPT OF BUSINESS COMMUNICATION

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

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

This type of communication mainly deals with any kind of news and information about the places, people or any issues which are related to business or are from the business field. Today almost every newspaper,

television, radio and magazine has a separate business section. These segments exclusively deal with business related issues. The person who works in this particular section is known as business journalist, whose main task is to gather information about the current and changing trends and their consequences for business world.

14.3.1 Success through proper communication

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

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

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

14.4 HISTORY OF BUSINESS COMMUNICATION

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

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

In the year 1964 the Society of American Business Editors and Writers was formed. This was formed mainly to promote coverage of business and economic issues. The very idea of business news became popular quite recently.

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

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

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

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

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

14.5 NEED FOR BUSINESS COMMUNICATION

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

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

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

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

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

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

14.5.1 Essential Characteristics of Business Communication

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

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

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

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

3. **Balance:** In a written communication certain balance has to be maintained in presenting the content so that the things of comparable importance get equal attention.
4. **Brevity:** Brevity means concise and exact use of words. In business communication an ability to exercise brevity is an added advantage and to use no more words than needed makes the meaning clear and unambiguous.
5. **Coherence:** While communicating any message to its receiver logical consistency is to be maintained. A clear train of thoughts on part of the sender would allow the reader to receive an well organized message where one sentence leads to another or one paragraph to another. There should be suitable headings whenever necessary to help the readers to understand the matter.
6. **Clarity:** Clarity is an essential quality for a communication and in business communication it is of utmost importance to the target groups, for instance, simple words should be used instead of phrases.
7. **Completeness:** In both writing and speaking the ability to express clearly and coherently makes its easier for one to transmit a message without any ambiguity. Primary concern should be to fulfill the expectation of the target groups. In business the receiver may be of different abilities and interests but they must understand what the message is about. For this short words are to be used in place of long expressions, active verb instead of passive verb.
8. **Consistency:** Maintaining consistentency in the written communication is a definate virtue for a communicator. In business communication the writer should be consistent in the use of headings, names, terms, abbreviations and symbols.
9. **Courtesy:** Any kind of communication should be in polite form. Care has to be taken not only regarding the components used



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

in a sentence but also the tone used in it. The message must be in a positive mode inorder to foster a good message.

10. **Explanation:** Enough explanation should be provided to the consumers regarding the possible questions which can possibly be raised by the target audiences. These can be made easy by citing various examples that may help them to judge the conclusions.
11. **Forcefulness:** To achieve the objectives there is a need to be aware of all points of view. But while communicating a point or a message one should put his case well supported by convincing argument and sufficient evidence.
12. **Impartiality:** In business to remain impartial regarding the products is a tough job. The advantages of a product which can be compared to those of a rival product should be made available to the consumers. The decision to draw a conclusion should solely rest on the consumer, who should understand the relative advantages between the products. Alternatively an impartial advice may be offered without drawing attention to a particular product. This is what is meant by impartiality.
13. **Interest:** In this form of communication anything interesting should be mentioned. A dull , uninteresting or common message can never grab the attention of the target audience. Considering the needs of the target audiences the illustrations should be prepared.
14. **Objectivity:** Again objectivity should be maintained regarding preparation of this kind of communication. Everything has to be written in a objective manner keeping the needs of the target audiences.

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

The advantages of business journalism are;

1 Ready Reference.

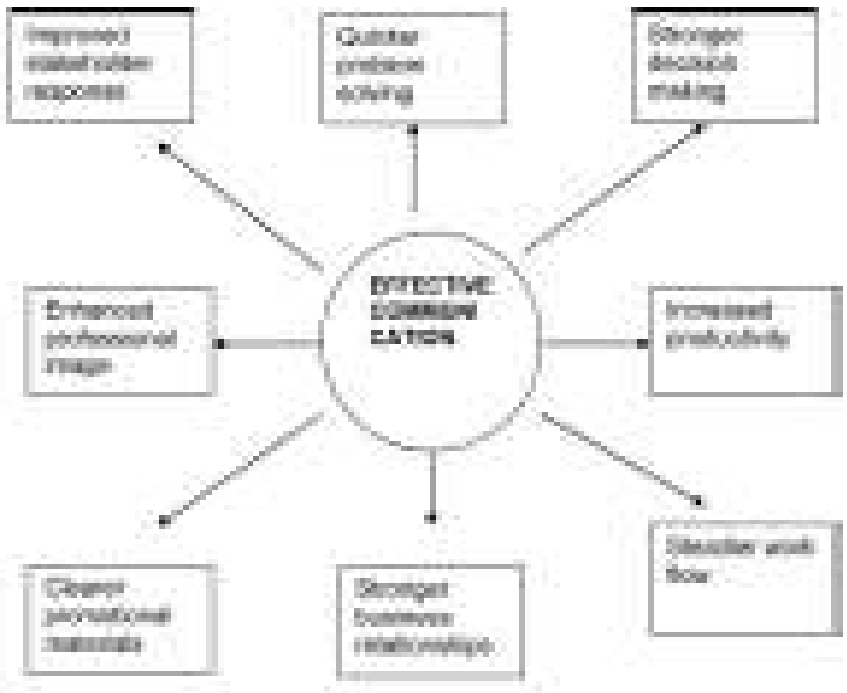
2. Legal Defence.

3. Promotes Uniformity.
4. Mass Access.
5. Suitable for Distance Communication.
6. Image Building.
7. Accurate and Unambiguous.
8. Permanent in Nature.
9. Facilitates in order to assign responsibility.
10. Permits Substitutions and Revisions.

The Disadvantages of business journalism are: -

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

14.5.2 The Benefits of Effective Communication



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

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

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



CHECK YOUR PROGRESS

Q.1: What are the essential characteristics of business communication?

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Q.2: What are the barriers in business communication?

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14.6 PRESENT SCENARIO OF BUSINESS COMMUNICATION

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

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

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

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

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

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

- **Voice technologies :** This type of technology is a very interesting form. The human voice was playing and still plays a vital role in business communication. Today this is supplemented by new technologies like voice synthesis. Voice synthesis means generation of speech by any artificial means like computer.

- **Virtual agents :** Virtual agents are a programme which serves the customers as online customer service representative on behalf of an organization. Virtual agents have a human appearance and can respond appropriately to the questions of the customer. They are increasingly used in customer relationship management to help people perform tasks such as locating information or placing orders and making reservations combining artificial intelligence with a graphical representation.
- **Mobile communication :** Today mobile communication is used in a large scale. The mobile workers do not work from a specific office. They can work using temporary offices.

Networking advances: Advances in networking like instant messaging, multiple computers interacting and communicating to share a file, etc are bringing unprecedented advantages to business communication. Thus, being enhanced by high technology business communication has become a more relaxed activity today.

14.6.1 Five rules of good writing or communication

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

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

4. **Use the right tone:** While conveying the messages sound, polite and friendly words should be used. Sarcastic and bossy attitude must be avoided. For example, we should write "please send me a copy of the draft" instead of "Send me the draft".
5. **Use modern language:** Today the main rule for writing is to write the same language which we usually use for spoken purposes.



CHECK YOUR PROGRESS

Q.3: What are virtual agents?

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14.7 FIVE PS OF MARKETING MIX

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

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

The 4 Ps or the four elements of marketing mix are as follows;

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

- Product Line Pricing
- Optional Product Pricing
- Captive Product Pricing
- Product Bundle Pricing
- Promotional Pricing
- Geographical Pricing
- Value Pricing

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

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



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

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

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

14.8 TARGET AUDIENCE

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

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

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

- Age
- Gender
- Location

- Occupation
- Income
- Education
- Interests

14.8.1 Specific Characteristics of a Target Audience

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

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



CHECK YOUR PROGRESS

Q.4: What do you mean by target audience?

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14.9 CONSUMERIST CULTURE

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

At the beginning of the 1990s, there was the rise of consumerism with the development in various technological aspects like the compact disc players, digital media, personal computers, cellular telephones, etc. With this there was a change in the lifestyle and value system among the people. Competition and materialism became an indispensable part of the culture. It was this time that the business world had realised that the most attractive targets were the wealthy section or the upper class. Their lifestyles and preferences caught the attention of the business class. By the beginning of the 21st century consumerism saw a new face as the general people started imitating the wealthy section. This became more so as people follow their favourite celebrities, who are hired to endorse different products.

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

There are some who are against the concept of consumerism. They argue that many luxuries and unnecessary consumer products may act as social mechanism. This will make the people identify with the like-minded individuals. This will be done through the display of similar products making it the status-symbol. It helps to judge the socioeconomic status and social stratification. Again, it is argued that the relationships with a luxury product or brand name can substitute for healthy human relationships. It creates a cultural hegemony. Critics of consumerism also point out that consumerist societies contribute to damaging the

environment. Dr. Jorge Majfud put forward his views saying that "Trying to reduce environmental pollution without reducing consumerism is like combatting drug trafficking without reducing the drug addiction."



14.10 LET US SUM UP

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

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



14.11 FURTHER READING

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



14.12 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1: The essential characteristics of business communication are -

i. Accuracy
ii. Appropriateness
iii. Balance
iv. Brevity
v. Coherence
vi. Clarity
vii. Completeness
viii. Consistency
ix. Courtesy
x. Explanation
xi. Forcefulness
xii. Impartiality
xiii. Interest
xiv. Objectivity

Ans. to Q. No. 2: The barriers to effective business communication are -

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

Ans. to Q. No. 3: Virtual agents are a programme which serves the customers as online customer service representative on behalf of an organization. Virtual agents have a human appearance and can respond appropriately to the questions of the customer. They are increasingly used in customer relationship management to help people perform tasks such as locating information or placing orders and making reservations combining artificial intelligence with a graphical representation.

Ans. to Q. No. 4: In general the term 'target audience' means a group of people who are being aimed at or appealed to as respondents. A target audience or a target group can be people of any gender or any age group.



14.13 MODEL QUESTIONS

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

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

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

Q. 3: Write a note on consumerist culture.

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

Q. 1: What is the present scenario of business communication?

Q. 2: Is business journalism essential in the corporate world? Justify your answer mentioning the merits and demerits of it.

*** ***** ***

UNIT 15: MEDIA FOR BUSINESS

UNIT STRUCTURE

15.1 Learning objectives

15.2 Introduction

15.3 Concept of business communication

15.4 Importance of media in business

15.5 Types of media

15.5.1 Selection of Appropriate Communication Media

15.5.2 Incorrect choice of Medium

15.6 Setting Up business goals

15.7 Communication Structure In a Business Organisation

15.8 Communication in corporate world

15.9 Effective business or economic writing

15.9.1 Importance of writing skills in business communication

15.9.2 Purpose of writing

15.9.3 The Principles of effective writing

15.10 Economic newspapers

15.10.1The Economic Times

15.10.2The Business standard

15.11 Public Relations and Marketing

15.12 Ethics in communication

15.13 Audience Analysis

15.14 Let Us Sum Up

15.15 Further Reading

15.16 Answers to Check Your Progress

15.17 Model Questions

15.1 LEARNING OBJECTIVES

After going through this unit you will be able to ;

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

15.2 INTRODUCTION

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

15.3 CONCEPT

The term 'media' covers a wide range of roles. By media we understand a communication medium especially the print and the electronic media. Media is used for diverse purposes one of which is to manage effective business goals. Dissemination of information being the principle function of media its different from such as newspaper, television, radio, magazines and internet, etc are effectively used in promoting the interest of business and thereby media's role in business communication has gained a new importance. But before using any kind of media, one has to keep in

mind who are the target group for them. The target group of every business will be different. Hence, to make the message easily accessible and at the same time to make it effective the choice of the approprite media is very important. In business organizations media is used as a tool to influence the behaviour of the consumers.

15.4 IMPORTANCE OF MEDIA FOR BUSINESS

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

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

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

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

If the business communication is effective it is helpful in every sphere. It can become successful only if the language used is effective and

understood by all. The message should be clear and should reflect the purpose of the organization. While conveying the message it is important to develop proper understanding of the matter and for this the words used in the message should be clear and concise.

15.5 TYPES OF MEDIA

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

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

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

e. Audio Conferencing

f. Video Conferencing

Every medium of communication has its own area of circulation and all section of people do not use the same media. Hence, while selecting the appropriate medium what is essential is to take the concerned class of the people into account. The expenditure of the media should be measured keeping in mind the amount of fund available, particularly the amount of funds offered for advertising purposes. The media which is selected should be well matched with the message and the target groups. In business competition plays a vital role, which influence the selection of the right media.

15.5.1 Selection of Appropriate Communication Media

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

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

5. **Cost:** The cost factor is very important in business communication. It has to be given due importance in deciding the media to be used.
6. **Presentation Needs:** In business communication one should always keep in mind the media that would be used for communication. Presenting the message in an appropriate manner is very important in any kind of communication. If the message is presented in a wrong way then the effect of the message will be reduced.

15.5.2 Incorrect choice of Medium

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

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

Figure: Choice and quality of medium of communication

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

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

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

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



CHECK YOUR PROGRESS

Q.1: : How to select appropriate media for business communication?

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15.6 SET GOALS IN BUSINESS

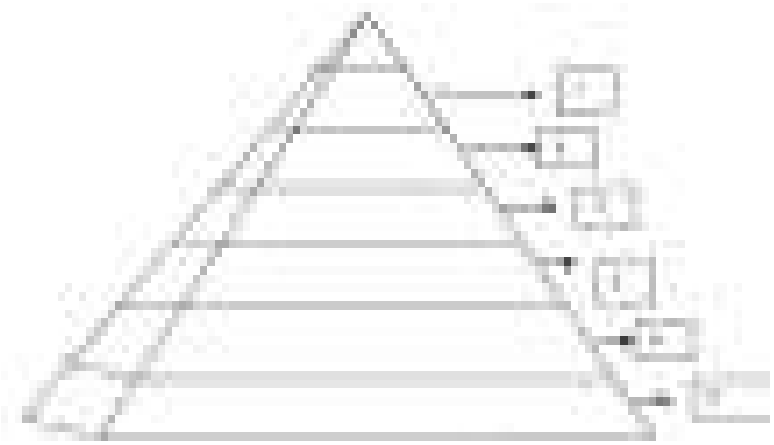
In every business the first and foremost job is to set up the goals. The goals should be made keeping in mind the target groups. The goals should be such that along with bringing profit to the organization it should also meet the needs and expectation of the customers/ clients. The goals should be solid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

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

15.7 COMMUNICATION STRUCTURE IN A BUSINESS ORGANISATION

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

Board of directors



Organisational pyramid

1. Managing Directors, 2. Senior management, 3. middle level management, 4. senior supervisors, 5. first-line supervisors, 6. employees

15.8 COMMUNICATION IN CORPORATE WORLD

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

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

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

medias. Hence, in business world also these technologies help in the process of effective communication.

15.9 EFFECTIVE BUSINESS OR ECONOMIC WRITING

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

15.9.1 Importance of writing skills in business communication

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



Figure: Benefits of Effective Communication

15.9.2 Purpose of writing

1. For any effective writing the purpose of communication is to be understood. Basically there are two purposes of communication process.

a. to inform the target group.

b. To persuade the target group.

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

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

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

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

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

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

   It is not easy on the part of the receiver to clarify any doubts in the process. In case of any confusion the receiver will not be able to get any clarification from the sender. Therfore, the foremost concern of the writer should be to write a correct writeup for a good communication.

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

15.9.3 The Principles of effective writing

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

- Accuracy
- Brevity
- Clarity

Accuracy: In business communication writing, there should be accuracy. After completing the writing it is the responsibility of the

writer to check and re-check the information to avoid any kind of mistakes. Accuracy is important for the facts, figures and the language used. The words used should be always correct. Again there should be appropriateness.

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

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

15.10 ECONOMIC NEWSPAPERS

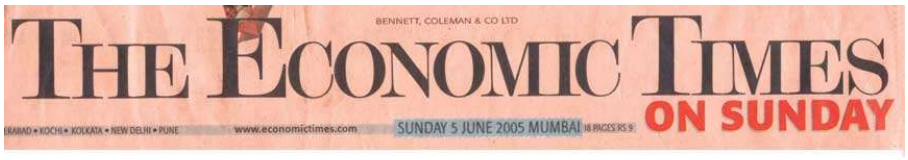
There are quite a few newspapers on financial and economic matters. Given below are two such newspapers.

15.10.1 The Economic Times

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

The Economic Times mainly deals with the issues of Indian economy. There are different segments in the newspaper where the share prices, share market, the prices of different commodities in

the market are dealt with. Anything related to finance is discussed here. News and views related to the financial world are published here. In June 2009 The Economic Times launched a television channel as well. It is called ET Now.



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India Inc's waking up to blogsphere

Archna Shukla
NEW DELHI 4 JUNE

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

To give naysayers their due, indeed, with only around 2-5m internet users, Indian blogsphere is quite small, especially if one compares it with the US, where around 10 mn blogs are already in existence and 40,000 new ones pop up every day. Yet marketers feel that Indian bloggers are gradually assuming a role which might impact businesses.

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

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

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

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

15.10.2 Business Standard



www.business-standard.com

Business Standard

FT FINANCIAL TIMES

HE PROVED JUSTICE MAY BE DELAYED BUT NOT DENIED
...VER, PRAMOD D KODE PAGE 12

DECODING THE CHARISMA OF 'UNBRANDED' BRANDS
MADHUKAR SABNAVIS PAGE 11

JEWELLERY BIZ TO ADD SHEEN TO TITAN
Q&A, BHASKAR BHAT PAGE 10

IN BRIEF

Genpact lists on NYSE

Fuel price hike

Help VII held up

Indian techies log in to elite global R&D

HIGH-TECH FELLOWS

Company	Fellows	Indians
IBM	67	5
MICROSOFT	18	2
HP	11	2
MOTOROLA	11	0
APPLE	8	0

C Mohan, IBM Fellow and chief scientist of IBM in India, has 34 patents to his name

Business Standard is a financial newspaper. It is published by Business Standard Ltd (BSL). The newspaper is published in two languages, i.e., Hindi and English. The English edition of the

newspaper comes from twelve regional centres. The centres are at New Delhi, Mumbai, Chennai, Bangalore, Chandigarh, Pune, Lucknow, Ahmedabad, Hyderabad, Kochi, Bhabeneshwar and Kolkata.

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

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



CHECK YOUR PROGRESS

Q.2: Fill in the blanks -

i. The Economic Times is published by _____

ii. The Business Standard started in the year _____

15.11 PUBLIC RELATIONS AND MARKETING

By now you have already become familiar with the term 'Public Relations'. You have also come across this term in the previous units. The public relations or PR function is a vital area in any kind of organization. The function of PR is usually carried out by specialized individuals. Here, the main purpose of the PR officer is about maintaining a healthy relationship between the organization and the public. One of the main aims of PR is to influence the public with the help of mass media. For the success of this

aim mediums like television, radio, newspapers, exhibitions, etc can be used. It is the job of a PR person in any kind of organization to highlight any form of newsworthy events. The various events may comprise products, developments, human interest stories, etc. These events are later turned into some or any of the following;

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

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

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

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

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

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

Marketing

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

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

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

15.12 ETHICS IN COMMUNICATION

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

1. ***Making the point clear without offending the audience:*** One of the most important issues that should be kept in mind while communicating is to get the response from the target audience. The response from the audience should be clear and effective. One needs to get his or her point in a very effective manner. The message should be loud and clear but subtle at the same time.

2. ***Sustaining and maintaining a relationship with the audience:*** In business communication it is very important for the communicator to maintain a good relation with the target audience.

Ethics may differ for the audience: The communicator should take an effort to understand the needs of various audiences.

15.13 AUDIENCE ANALYSIS

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

- **Experts:** Experts are those people who have some kind of knowledge regarding the product. These people are highly qualified with higher degrees and work in various academic settings. In analysing this group of people one has to be very careful as these people are experts in the field and to convince them is a tough job.
- **Technicians:** These people are mainly those who are directly related in the preparation, repairing and designing of the product. They have high technical knowledge about the product, but it is mostly practical knowledge.
- **Executives:** These people are those who take decisions on the areas of business, administration, legal, governmental, etc. This group might have a little technical knowledge but the knowledge will be a restricted one because they are not specialists in the field.



15.14 LET US SUM UP

In this unit we have learned in detail about use of media for business. We have discussed

- The concept of business communication and importance of media for business.
- Different kinds of media as used in business communication which include print and electronic media and new media.
- Selection of appropriate media for business communication is based on some criteria such as purpose, audience, nature, time, cost, etc.

Incorrect choice of medium may result in the poor media quality whereas when there is an immediate feedback from the receiver it is the richest media quality.



15.15 FURTHER READING

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



15.16 ANSWERS TO CHECK YOUR PROGRESS

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

1. Purpose
2. Audience
3. Nature
4. Time
5. Cost
6. Presentation Needs

Ans. to Q. No. 2:

i. the Bennett, Coleman & Co. Ltd.

ii. 1975



15.17 MODEL QUESTIONS

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

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

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

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

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

Q. 1: What are the different criteria in selecting the appropriate communication media?

Q. 2: Draw a table to show the relation between the nature of message and the resultant media quality.

Q. 3: Write briefly about -

(a) Importance of writing skills in business communication

(b) Principles of effective writing.

*** ***** ***



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Name of the Paper: Course Code:

Centre for Internal Quality Assurance (CIQA)
Krishna Kanta Handiqui State Open University
City Office, Housefed Complex, Guwahati- 06

Learner's Feedback on Course

Dear Learner,

Regarding the course as mentioned above, we would like to know your opinions and comments so as to improve the quality of self learning materials in future. Please respond to the following statements by ticking the number you feel most reflect your opinion. After completion of the additional comments, please detach the page and send/mail the same to us at the address given below.

The Director, Centre for Internal Quality Assurance, KKHandiqui State Open University
Housefed Complex, Dispur, Guwahati- 781006
(E-mail id: ciqa@kkhsou.in)

1. Approximately how many hours did you spend for studying the units in the course? | | | |
2. Please give your opinions (by √ mark) to the following items based on your reading of the block:

Sl. No.	Statements	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I.	The SLMs of the course fulfil the learning objectives set out in the beginning of each unit					
II.	The units of the SLM could satisfy my academic needs and expectations					
III.	The Unit writers have excellent knowledge about the course contents					
IV.	Language and contents of the units were presented at a level which I could readily understand					
V.	Ample opportunity for participation in the activities provided in the units					
VI.	Used enough Illustrations (Diagrams, tables etc.) for conceptual clarity					
VII.	Quality of content is engaging, relevant, and up-to-date					
VIII.	The self check questions are very helpful					
IX.	The Possible/model questions and the answers to check my progress have benefited me a lot					

Additional Comments: *(Please feel free to provide your open comments)*

1. Which aspects of the SLM, according to you, worked well?

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2. What sort of changes/improvements do you feel KKHSOU could implement to improve the overall quality of the SLM?

Thank you for taking the time to complete this form.

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