MASTER OF ARTS MASS COMMUNICATION AND JOURNALISM

CENTRE FOR OPEN AND DISTANCE LEARNING (CODL)

MMC 203: MEDIA MANAGEMENT

BLOCK I

Vision

To grow to be a leading centre for human resource development through distance, open and universal learning system.

Mission

To provide quality higher education at door step through barrier-less, flexible and open learning mode in conformity with national priority and societal need.

Objective

- **To offer degree, diploma, certificate level programme of study through distance learning in various emerging subjects across the disciplines.**

- **To offer job oriented and vocational programmes in flexible terms in the line of the national and regional level demand of manpower.**

- **To offer various programmes under lifelong learning contributing to the local and regional level requirements and as per the need of the society at large.**

- **To undertake various research and academic activities for furtherance of distance education in the region.**

- **To contribute to conserve and promote cultural heritage, literature, traditional knowledge and environment conducting short programmes, workshops, seminars and research in interdisciplinary field.**

MMC 203: MEDIA MANAGEMENT

CENTRE FOR OPEN AND DISTANCE LEARNING

TEZPUR UNIVERSITY (A CENTRAL UNIVRESITY)

TEZPUR, ASSAM-784028

INDIA

MMC-203: MEDIA MANAGEMENT

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BLOCK I

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COURSE INTRODUCTION

For a media student, it is important to understand the different functions of a media organisation. The course on Media Management (MMC 203) discusses different aspects of how a media organisation works including its management principles, ownership patterns, etc. This course comprises 14 units which are divided into two blocks, **Block I** and **Block II.**

In **Block I,** the units are divided into two modules, **Module I** and Module **II.** The **Module I** deals with Indian Media Scenario, which further discusses the overview of Media environment in India (Unit 1), Media as an industry and profession (Unit 2), Management principles (Unit 3) and Ownership patterns (Unit 4).

Module II is about media regulations which teaches you about media industry and regulations (Unit 5), newspaper management (Unit 6) such as structure of a newspaper organisation, functions of various departments of the organisation, etc. On the other hand, Unit 7, and Unit 8 includes topics like emerging revenue patterns for print media and broadcast management respectively.

Block II, comprises of total 6 (six) units which are further divided into **Module III** and **Module IV. Module III** is on the different aspect of media technology and brand in Media. The Unit 9 under this **Module III teaches** you about information technology and media, Unit 10 teaches you about structure and functions of advertising agency. On the other hand Unit 11 gives you an idea about brand image and how management of a brand image works for the media organisation.

Module IV includes three units which are on media entrepreneurship. Unit 12 describes the concept of entrepreneurship and also media entrepreneurial scenario in North East India. Unit 13 is based on customer relationship management and it also explains the importance of it in an organisation through discussing different case studies. The last unit, Unit 14 is about organisational studies which discuss the organisational hierarchy, organisational behaviour, etc.

MODULE I: INDIAN MEDIA SCENARIO

UNIT 1: OVERVIEW OF MEDIA ENVIRONMENT IN INDIA

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1.1 INTRODUCTION

This unit introduces you to the scenario of Indian media and also the growth and status of the media industry in North East India. Emerging as fastest growing industry, media industry has been influencing the growth and prospect of the economy of the country. The purpose of this unit is to help you understand the Indian Media and the Entertainment Industry. From this unit you will learn different aspects of Media and Entertainment industry in India including learning the factors which are influencing this industry as well as its challenges. We will also discuss the situation or the state of the media of the North East region.

1.2 OBJECTIVES

After studying the Unit you will be able to -

- Describe the scenario of Indian media
- Explain the state or the situation of media in the North-East region

1.3   MEDIA SCENARIO IN INDIA

The Entertainment and the Media industry are believed to be the industries which are believed to manifest powerful extension directions in the forthcoming days. Since its inception in India the media industry has experienced a vast change to emerge as one of the most probable players in the entertainment industry worldwide. The media industry of the present time have immense extension rates and thus the media industry in India has a brilliant past and the present as well as the future trends of the industry is encouraging.

The Indian Media and Entertainment (M&E) industry is a daybreak part for the economy and is witnessing excessive growing pace. The Indian Media and Entertainment Industry is on the peak of a powerful stage of growing, sponsored by the increasing demand of the consumer and enhancing advertising revenues providing its flexibility to the world. The M&E Industry is mainly operated by the raising digitization and excessive internet consumption over the years. Internet has undoubtly become a popular media for amusement for nearly all of the people.

Print, electronic, radio, internet and the outdoor segments comprise the Indian Media and the Entertainment industry. As the government is insistent for digitization of television, the Multi System Cable operators are supposed to lose 15 to 20% of their users to Direct to Home services. Digitization will accelerate growing number of channels and improved standard of viewing. India is a quick digitizing market and the consumer move regarding digital services is revealed across the growth and development of digitized households.

The participant in the electronic media can be divided into three tie-ups. Firstly the studios which also include the animation studios that are composed of the hardware part of the industry, the content supplier are the second and the third link is composed of the distribution trolley which

comprises of the satellite and the cable channels, multiples theatres and the DTH suppliers.

The online media is another sector that is experiencing remarkable growth and extension. The growing perception of internet has encouraged demand for online facts and information and consequently, demand for developers of the content, websites editors and e-magazines have risen up numerously.

The advertising industry in India is expected to be the second rapidly growing advertising industry in Asia after China. Advertising revenue accounts for India's GDP at present is around 0.38%. The ratio of advertising expenditure to GDP is less than 0.5% in India. This is considerably low in comparison to the developed economics. Television and the print media contributes about 75% of the advertisement spend in a year. The advertising expenditure to GDP ratio is supposed to rise over the next five years as the Indian economy continues to grow and evolve as the media continues to flourish.

Years ago the Indian media industry had undergone a decline due to the economic slowdown that had trouble the economy worldwide. When the media companies dominated by the print media houses went insolvent there had been downsizing and layoffs. Because the condition has enhanced and for the time being the market is probable to function steadily. Development can be awaited at the niche industry of DTH, digital info media, digital music interfaces and digital media advertising. Young graduates are possible to find demands in growing content for cinema and television, advertising content development, news editing, news casting, reporting, journalism and the like.

Presently there is a significant lacking in the number of experienced professionals in the media industry. So in order to bridge the space between the provider and the demand a various number of institutes are offering the courses of mass communication. These courses can help the interested professionals to get the industry skill and proficiency for a successful career in the media and entertainment sector

1.3.1. Market Dynamics of the Media and the Entertainment Industry:

The media and entertainment industry is comprised of all the media segments including print, television, radio, magazine, digital media along with its different entertainment programmes such as movies, TV shows, radio shows, news, music, etc.

According to FICCI (Federation of Indian Chambers of Commerce and Industry) report, the media and entertainment sector is poised to cross $33.6 billion by 2021 at a compounded annual growth rate of 11.6%. The sector was worth $23.9 billion in 2018, growing 13.4% from 2017 (Fortune India , Mar 12, 2019).The FICCI report 2018 states that "advertisers shifted spends to the digital medium, which led to digital advertising now contributing 17 per cent of total advertising in 2017. The share of digital advertising is expected to grow to 22 per cent by 2020. This growth will make Digital the third largest segment of the Indian M&E sector by 2020, overtaking Filmed Entertainment.

According to this report, the M & E industry is growing faster than GDP. The subscription revenues are increasing and will contribute a stable source of income growth for the country till 2020. However, it is expected that advertising revenues will increase from 0.41 per cent of GDP in 2016 to 0.43 per cent of GDP in 2020. This report also states that Indian film industry grew with 27% growth rate which is the combination of both domestic and overseas theatrical releases of the movies particularly in China.

The following table (Table 1.1) shows the details of the growth of Media and Entertainment industry in India as per the FICCI report, 2018. In the table CAGR implies compound annual growth rate and E indicates expected growth rate.

Table 1.1 : Growth of Media and Entertainment industry in India as per the FICCI report, 2018

Segment	CY2016	CY2017	CY2018E	CY2020E	CAGR 2016 - 20
Television	594	660	734	862	9.8%
Print	296	303	331	369	5.7%
Filmed entertainment	122	156	166	192	11.9%
Digital media	92	119	151	224	24.9%
Animation and VFX	54	67	80	114	20.4%
Live events	56	65	77	109	18.0%
Online gaming	26	30	40	68	27.5%
Out Of Home media	32	34	37	43	7.7%
Radio	24	26	28	34	8.6%
Music	12	13	14	18	10.6%
Total	1,308	1,473	1,660	2,032	11.6%

Source: Federation of Indian Chambers of Commerce and Industry (FICCI) report, 2018

Recent development and Investments:

As per the statistics released by the Department for Promotion of Industry and Internal Trade (DPIIT), the Foreign Direct Investment inflows in the Information and Broadcasting sector including the print media in the period from April 2000 to March 2019stood at US$ 8.38 billion

- A regional language news Dailyhunt run by Verse Innovation Pvt. Ltd, will be receiving an investment of US$ 60 million in a new funding round led by Goldman Sachs Investment Partners.
- Twitter announced video content alliance with 12 Indian partners for video highlights and lives streaming of news, entertainment and sports in the year 2018 in September.

- PVR Ltd obtained SPI Cinema for worth US$ 94.42 million in August, 2018.
- The Indian digital advertising industry is awaited to increase at a Compound Annual Growth Rate (CAGR) of 32 per cent to reach Rs 18,986 crore (US$ 2.93 billion) by 2020, supported by reasonable statistics and growing smart phone penetration.
- Star India has also won broadcast and digital rights for New Zealand Cricket up to April 2020 after bagging media rights of Indian Premier League (IPL).

Government Initiatives

The Telecom Regulatory Authority of India (TRAI) is all set to approach the Ministry of Information and Broadcasting, Government of India, with an appeal to fast track the advice and guidance on broadcasting, in a strive to improve and raise reforms in the broadcasting section. The Government of India has accorded to set up the National Centre of Excellence for Animation, Gaming, Visual Effects and Comics industry in Mumbai. The Indian and Canadian Government have signed an audio visual co-production deal to authorize producers from both the countries exchange and explore their culture and creativity, respectively.

The Government of India has assisted the Media and Entertainment industry's growth by taking diverse initiatives such as digitizing the cable distribution zone to attract greater institutional funding, increasing FDI limit from 74 per cent to 100 per cent in cable and DTH satellite platforms, and granting industry status to the film industry for effortless access to institutional finance.

Road Ahead:

The Indian Media and Entertainment industry is on a magnificent growing pathway. The industry is awaited to grow at a much faster rate than the global average rate. Growth is anticipated in retail advertisement, on the back of elements such as several players entering the food and beverages

segment, e-commerce gaining more popularity in the country, and domestic companies testing out the waters. The rural region is also a potentially profitable target.

A REPORT PUBLISHED BY THE ECONOMICS TIMES IN 2018:

(Source: "Indian media may touch Rs 2 lakh crore by 2020: Report", The Economic Times, Mar 05, 2018)

Reimagining India's M&E sector', a report released by the FICCA-EY by Union information & broadcasting minister Smriti Irani, put the industry's size at Rs 1.5 lakh crore currently, and it expanded 13% last year. Extension in the digital channel revealed that advertising budgets are in line with the changing content consumption patterns.

Ashish Pherwani, partner EY India, said, "Growth in 2017 was led by the digital, film & animation & VFX segments. We expect sectors like digital and gaming to grow between two and three times by 2020." While demonetization and GST rollout affected advertising across sectors, digitization helped subscription revenue to accelerate faster. However, advertising is expected to continue expanding until 2020, led by the digital medium.

Digital media persist to guide growing charts on advertisement. Even as subscription revenues are appearing and are awaited to assemble their existence felt by the year 2020. In advertising digital media grew by 29.4% and 50% in subscription last year. Subscription, which was just 3.3% of total digital revenues in 2016, is expected to grow to 9% by 2020.

It is the print media after the digital media that is considered as the second largest share of the Indian media and entertainment sector, growing at 3% to reach Rs 30,300 crore in 2017. Print media is estimated to grow at an overall CAGR of approximately 7% until 2020, with vernacular at 8-9% and English slightly slower, despite the FDI limit remaining unchanged at 26%.

While magazines contributed 4.3% to the total print segment, the industry was largely at status quo with not many significant new launches in 2017.

Television industry grew from Rs 59,400 crore to Rs 66,000 crore in 2017, a growth of 11.2% (9.8% net of taxes). While advertising grew to Rs 26,700 crore comprising 40% of revenues, distribution grew to Rs 39,300 crore, 60% of total revenues. FICCI-EY expects advertising to grow to 43% of total revenues by 2020.

The Indian film segment grew 27% in 2017 on the back of box office growth —both domestic and international — coupled with increased revenues from sale of satellite and digital rights. All sub-segments, with the exception of home video, grew and the film segment reached Rs 15,600 crore in 2017. Hindi films made up almost 40% of the net domestic box office collections annually, despite comprising only 17%

1.4 MEDIA IN NORTH EAST INDIA

When we talk regarding the situation or the status of the media in the Northeast, data becomes less significant than how the media is performing. But this does not indicate that the statistics associated to the North east media is not encouraging. If we take into account the vibrant ethnic structure of the region the data is splendid in terms of periodicals and newspapers printed, even though there may be small number of individual newspapers circulated.

In Assam, *Arunodoi* which was in Assamese language was launched by the American Baptist Mission in 1846. With over 30 daily newspapers in Assamese, Hindi, English and Bengali there are about 800 periodicals circulated from Assam. The *Assam Tribune* is the highest circulated English newspaper from the State which is over 72 years old. The Sentinel and The Assam Tribune are the two most leading local English

newspapers. *The Dainik Asam* and the *Dainik Janambhumi* circulated are among the oldest Assamese daily newspapers of the state. Another daily newspaper *Asamiya Pratidin* which begins its circulation about two decades ago is the largest published Assamese daily. *The Assam Tribune* and the *Asamiya Pratidin* are the two newspaper circulated from the State that can afford to do without government advertisements. Many Assamese newspapers published have several city editions.

With the magazine *Meitei Leina* which was handwritten and cyclostyled in 1917 was the beginning of Journalistic undertaking in Manipur. In the present time there are about 32 dailies and journals officially registered in Manipur, with about ten in active publication. From these ten newspapers namely *Imphal Free Press, Manipur Mail and Sangai* Express are in English language and the seven others in Meitei or other languages. There is also a Meitei edition of the *Sangai Express* and it has a considerably huge circulation than the English publication. The three leading Meitei newspapers are *Naharolgi Thoudang*, *Poknapham* and *Sangai Express* are the three leading Meitei newspaper in Manipur.

There are about 25 newspapers and journals in Nagaland. Of these 25 newspapers five are English newspapers. These are *Morung Express, North East Herald, Nagaland Post, Eastern Mirror and Nagaland Page.*

Leading English newspapers of Meghalaya includes *The Shillong Times* and *Meghalaya Guardian,* the Khasi newspapers *Mawphor Daily, Rupang Daily* and *U Nongsain Hima* and the Khasi weekly *Dongmusa.* Meghalaya has about 32 newspapers and journals registered with the RNI (Registrar of Newspapers of India) but the above mention dailies of Meghalaya are the prominent newspapers of the state.

Arunachal Pradesh has ten journals and newspapers as per Registrar of Newspapers of India (RNI) reports. The English Newspapers includes *Echo of Arunachal* and *Arunachal Times* and the other newspapers are in the tribal languages of Arunachal Pradesh. *Dawnlit* and *Echo of Arunachal*

Pradesh are enrolled with the Directorate of Audio-Visual Publicity (DAVP).

According to RNI, Mizoram has about 260 dailies and journals. Only 34 newspapers out of these registered 260 dailies are registered with the State Government and 13 newspapers are in publication without any interruption. Ten of the newspapers are in Mizo language and the three are in English language. With a circulation of over 58,000 copies *Mizoram Post* published from Silchar is claim to be the greatest circulated newspaper.

While in Tripura there are 133 publications according to Registered with the RNI. Out of these only 52 are registered with the State Government. All except three newspapers are in Bengali. Out of these three dailies two are in English language and one is in Tripuri language, Kok Borok. Fifteen newspapers are enrolled with the DAVP. In Tripura the real opinion builders are the Bengali newspapers than the English language newspapers that influence the other States of Northeast.

In terms of electronic media, there has been a remarkable growth in the number of television channels all over the country and the Northeast region has not fall behind in this development. In the North-Eastern States local TV channels and cable TV service supplier have rapidly increased across the region. The radio is seen to taken a back seat among the urban population as compared with the rural population. Downfall in the content and the quality of programmes may be considered as one of the reasons for the decrease of the radio's interest in the urban areas. One of the ground for the popularity of the radio among the rural populations is that it continues to give important information to farmers. News telecast are getting more monotonous and annoying to a equitably huge part of the urban viewers, and lately there has been a decline in the television viewers among the urban population.

Because of its additional strong visual effect television has a way of attracting the show; it is the print media that has made exceptional march in

just three decades even in the less approachable states of the Northeast. Due to change in the printing technology of the press there has been a sudden acceptance of the print media.

Valuable services of the media is not attained or reached only through technology alone. Expertise in the language of one's choice will get us move us forward. But then this alone is not sufficient. There is a necessity for ability, competence, aptitude, loyalty, dedication, truth and impartiality. Anywhere in the world the content and the quality of the media either print or electronic will be determined on how the publishers of the magazines, journal or the newspapers and the CEOs of the TV and the radio channels behave those who perform or work in the media. Only with the uses of machines and the technology the actual standard of a newspaper does not come; it comes from the human resource that is beyond the holding of the news and perspective.

Nearly in all of the states of the north east the familiar attribute shared by the journalist is that they work in dangerous situations due to militant and terrorist activities in some of the north-eastern states. Journalist like Kamala Saikia was killed by terrorist and quite a few other journalists were also gunned down by militants.

The absolute dependency of the newspapers only on the government advertisement as the income source is matter of concern. It is the inadequate sort of divergence which is moderately dissolving the honesty, trustworthiness, genuineness and courage of the Fourth Estate. The courage to oppose the government by the newspapers concerned has entirely relinquished its freedom when it depends entirely on government advertisement for source of income. Politicians of the Northeast region are seen to have their own television channels and newspapers and thus the power on the people of the region to a greater distant is compounded by the ministers obtaining these channels and newspapers.

Another destructive viewpoint of the media that is increasing like an epidemic from the urban newspapers is the propensity of the newspapers and the journalist to act as if the rural population of India does not subsist. There is negligence on the part of the journalist and the news channels on telecasting news relating to rural developments and rural issues. The earlier the newspaper owners, journalist and the television channels start realizing their irresponsibility toward the people and assemble amends, the better for the nation and the Fourth Estate they pursue to serve.

ASSESS YOUR PROGRESS

1. Discuss the growth and challenges of Media and Entertainment Industry in India with special reference to North -East India.

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1.5. SUMMING UP

The Northeast region has begun to see a big media resonate with as many newspapers and television channels which gives information to the general public on all regional, national and international news and issues. This is an encouraging sign as it is facilitating the region to be at the national limelight which gives the people of the region to showcase their issues and grievances as well as display the success story of the region to a far and wider audience. But still there are many issues which are in need of national coverage but are left untouched or with very little coverage. It is a matter of concern that issues relating to the north eastern region are not given much prominence in the in the front page.

1.6 QUESTIONS

1. Discuss the current scenario of media industry in India.
2. Is the media biased towards the North-Eastern States? Illustrate.
3. Discuss the contribution of Media and Entertainment Industry towards the overall growth of economy in India.

1.7 REFERENCES AND RECOMMENDED READINGS

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UNIT 2: MEDIA AS AN INDUSTRY AND PROFESSION

UNIT STRUCTURE

2.1. Introduction

2.2. Objectives

2.3. Job prospects in Media Industry

      2.3.1.   Careers in Media and the Entertainment Industry

      2.3.2.   Why should you pick the job opportunities in this area?

      2.3.3.   Future in the Media Industry

2.4 Social media marketing

      2.4.1. Develop with an Idea or Plan: Social Media Marketing

      2.4.2. Social Media platforms for Marketing

2.5. Summing Up

2.6. Questions

2.7. References and Recommended Readings

2.1 INTRODUCTION

The growing trends of Media and Entertainment Industry in India, has been resulting in expansion of markets along with employment opportunities. We have already discussed its contribution towards the economic growth of the country and in this unit we will discuss this industry from the perspective of employment generations. Therefore, this unit introduces you to the various job prospects in the media industry; you will also get to know about the different media sectors prevailing in the industry. You will also learn how the concept of social media marketing has been changing the market scenario with increasing competitions.

2.2 OBJECTIVES

After completion of the unit you will be able to -

- State the emergence of media opportunities in India.
- Explain the development of social media marketing strategies.

2.3 JOB PROSPECTS IN MEDIA INDUSTRY

The diverse groups of company firm or institute that share the production, publication and distribution of media contents or narratives may be termed as the media industry. BBC is an example of Media organizations.

One of the rapidly growing industries of the country is the Media and the Entertainment Industry. It has multiple divisions which include televisions, films, print, radio, music, public relations, advertising, internet, gaming and digital. In the last few years these different segments of the media industry have witnessed an enormous expansion and growth and it has been generating a position for itself in the international markets. With the arrival of the internet, more sectors have popped up like digital marketing and content writing. The media and the entertainment industry are extremely operated by powerful utilization in metropolitan areas as well as the small cities and the rural areas, enormous broadcasting of zonal media and rapidly growing new media professions and formats. The media industry is intensely based on the markets, languages, cultures and consumer segments.

Media is one of the strongest gadgets to teach and instruct the people and smoothly conduct behavioural changes. A profession in this area provides enough of job option and growth. One has to be outstanding and exceptional with good communication skills in written as well as in the spoken language.

What are the different media sectors?

There are broad ranges of sector in this media industry which comprise the followings:

- Television
- Film/cinema
- Radio
- Public Relations and Sales
- Advertisements
- Animations
- Corporate Production
- Interactive media which includes web and the internet, electronic games, offline multimedia and interactive TV.

2.3.1. Careers in Media and the Entertainment Industry

The scope of a career in the media industry is broad, extensive and diverse because the media and the entertainment industry are very flexible and multi-skilled. So there is no lack or insufficiency of jobs in the media and the entertainment industry. These distinctive jobs provide a good and encouraging future and it also gives enormous creative gratification and fulfilment. The media industry will continue to grow in thereby providing ample job opportunities and better pay packages.

The government media segment in which one can pursue jobs are: Akashvani (All India Radio), Doordarshan, Prasar Bharati, DTH, Press Council of India, Press Information Bureau, Film Division, Song and Drama Division, National Film Archive of India. Nearly the other media firm or corporation in India is in the private zone, while altogether a small numbers are possessed by the government of India.

Excluding the government organizations, media firm, industrial houses and starts ups sponsored by venture money are all starting newspapers, magazines and television channels. In the film industry, technical jobs incorporate script writing and storytelling for television and films,

advertisement's copywriting, sound mixing, photography, cinematography, sound recording, films direction and promotional ventures.

Another employer for media professionals is the advertising industry. Top advertising agencies in India are Mudra Communication Pvt. Ltd, J Walter Thompson, Ogilvy and Mather, FCB Ulka Advertising Ltd., McCann Erickson India Ltd., RK Swamy Advertising Ltd, Contract Advertising India Ltd., Leo Burnett India Pvt. Ltd. The people who are focused are employed in advertising and marketing for companies on the internet.

At the present moment social media is becoming one of the highly paid jobs in India. The extent of jobs in social media can be interpreted by the favourable outcome of almost well liked social networking sites like Twitter, MySpace, Facebook, Flicker and the like. These networking websites are turning the conventional network into an indispensable site of marketing.

The expertise obtained in a mass communication or media studies degree, will aid you to advance and thrive in the competitive creative industries. Jobs directly related to your degree may include: Multimedia Specialist, Media Planner, Public Relations Officer, Music Producer, Programme Researcher/ Broadcasting/Film/Video, Social Media Manager, Television/Film/Video Producer, Web Content Manager.

You can also be employed as Broadcast Journalist, Writer, UX Designer, Magazine Journalist, Film Director, Event Manager, Editorial Assistant, Advertising Account Executive, Information Officer, Market Researcher, etc.

2.3.2. Why should you pick the job opportunities in this area?

Selecting the media industry is not obligatory for each of you, as it all concerns one's area of interest. The jobs in the media and the entertainment industry is inspiring and thrilling one. There are enough of opportunities and options. In this sphere of immediate and quick conveyance, the media

remains at extremely important. Additional hard work and effort is necessary with an understanding on the latest technologies which means there is room for nearly everybody.

The media play an important role in organizations and corporations in keeping the moral and social environment. Media person should give accurate and correct facts and particulars or else the common people will be affected. The media has obtained good, virtuous responsibility, societal responsibility and moral responsibility. Media has become an essential in our day-to-day lives and has become indispensable in society.

The media have got moral responsibilities, social responsibilities and ethical responsibilities. Media is integral part of our daily life and become a leading player which influence of our society.

2.3.3 Future in Media Industry:

The extension and development of media in the time to come will be unstoppable. India is a developing nation hence certainly there will be advancement, development and progress in technologies. In the coming years, utilization of media and communication profession and career is estimated to grow by 6%, concerning as fast as the average of all other profession, the outcome of which will be about 43,200 new jobs. Demand for jobs in media and communication is anticipated to emerge from the requirement to generate, produce, correct, change, translate and spread and circulate information through multiple of divergent platforms.

2.4 SOCIAL MEDIA MARKETING

The use of internet and mobile technologies to facilitate communication into a collective and associated conversation may be termed as social media. Before the internet boom, the media was only about newspapers, magazines, television etc. Massive interactivity ability became accessible to everyone and it is perceived amply like an exclusive, one to one relationship than anything else. Social media is an extremely wide term

and actually surrounded by various kinds of media such as blogs, videos etc. it is a site where one can communicate and impart facts, news data, etc. to other people. It is a conveyance for transmission. Social media allow people to share contents that the other people can share in return with their online interconnection. Buzzing is generated through social media. Around the world social media have been very influential in numerous considerable occurrences. Social Media Marketing (SMM) incorporates affairs like text posting, updating images, videos and other contents that operate audience involvement as well as paid social media advertising.

The utilization of social media policy and programme to attach with audiences to construct a brand, expand and enlarge sales and manage website traffic is social media marketing. This necessitate issuing and producing considerable contents on one's social media profiles, attending to and appealing one's followers, examining the outcome and the consequences and then administrating advertisements in social media. The vital platforms of social media are Facebook, Instagram, Twitter, LinkedIn, Pinterest, YouTube and Snap Chat. Social media marketing is a manifestation of internet marketing that uses social networking websites as advice for marketing. Its main objective is to make contents that users will split and divide with their community network to aid a company or organization expand and widen the outstretch of the customer.

Social media marketing aid an organization or a company to receive immediate and head-on response and comment from consumers. The associated piece of social media allows customers the chance to question or express objections and complains and perceive they are actually apprehended. This feature of social media marketing is termed as Social Customer Relationship Management (Social CRM).

With the growing acceptance of websites such as twitter, Facebook, myspace, YouTube, LinkedIn social media marketing has enhanced frequently. In reaction, the Federal Trade Commission (FTC) has upgraded its regulation to incorporate SMM. If an organization, company or its

advertising agency furnishes a blogger or other online observer with free inducement or products to create a helpful and effective buzzing for a product, the online remark or the statement will be served lawfully as support or acceptance.

Both the company and the blogger will be held accountable for safeguarding and protecting that the inducement are distinctly and clearly revealed, and that the blogger's posts hold no deceptive or unsupported affirmation or announcement and otherwise follow the FTC's regulation regarding unjust or misleading advertising. There are also spans of social media management devices that aid business to acquire the most out of the social media policies and programme.

Accompanied by the broadcasting of Facebook, social media has gone from being a way of pleasure and amusement and conveyance between young and college students to becoming the place where nearly all people receives facts and data, interface, meet and interconnect. At the present time social media is reconsidering corporate communication and advertising as a process that is frequently innovative and unconventional.

Consumers and purchaser not only chat and speak to companion and acquaintances; however they also interface directly with the brand. As for example: A person or a youth undergoing a matter of customer service with a company is probable to go of social media platform like Facebook or Twitter profile seeking to settle it or to express dissatisfaction with different amount of severity.

Normally these discussion, chat or talks are general and widespread and thus the brand's positive or negative exchange of the clients is abundantly exposed. Social media is a crucial cause of facts and information on relish, practice and viewpoints about a brand and the competitiveness. Exploring this fact is one of the ability that the marketing and transmission sector of the century should enlarge and spread. For these causes increasing our conception on social media marketing becomes obligatory.

Social media marketing is a powerful way for businesses of all sizes to reach prospects and customers. Your customers are already interacting with brands through social media, and if you're not speaking directly to your audience through social platforms like Facebook, Twitter, Instagram, and Pinterest, you're missing out! Great marketing on social media can bring remarkable success to your business, creating devoted brand advocates and even driving leads and sales.

2.4.1. Develop with an Idea or Plan: Social Media Marketing

Beginning a social media marketing campaign without a social strategy in mind is not possible. So, it is necessary to examine one's business goal for generating a social media campaigns prior to starting. Given below are some questions to query while interpreting social media marketing objectives:

- ➢ What are you expecting from social media marketing?
- ➢ Who are your selected audiences?
- ➢ Where will your selected audiences socialize or associate and how will they utilize social media?
- ➢ What note or communication do you desire to dispatch or post to your audiences through social media marketing?

Social media marketing tin to assist with a number of aims, which includes:

- ➢ Structuring change and transformation
- ➢ Enlarging website traffic
- ➢ Lifting brand apprehension
- ➢ Generating brand identity and productive brand association
- ➢ Enhancing conveyance and interactivity with lead audiences.

The larger and additional engaged your audiences are on social media networks, the effortless it will be for you to attain and reach each other marketing goals.

2.4.2. Social Media platforms for Marketing

Different social media marketing sites necessitate different approaches for each platform. Below we will discuss a brief overview about how to utilize social media for marketing according to each platform's distinctive consumer base and domain.

Utilizing Facebook for Social Media Marketing

A vital social media marketing policy is needed for Facebook's easy-going affectionate environment. One can begin by generating a Facebook Business Fan Page. As the optic element is a prime feature of the Facebook experience special cautious notice and observation is to be given to the design and layout. People chat with friends and community through Facebook so it is necessary to keep it cheerful and affectionate. Since organic extend on Facebook can be immensely restricted it is good if one contemplate a beneficial Facebook ad strategy, which may possess a huge and immense influence on the organic Facebook existence.

Using Google + for Social Media Marketing

One can upload and share photos, videos, links and see all +1s. Google+ entered the site as a competitor to Facebook, yet at the present time it serves further niche audiences. It won't work everybody still some communities are very dynamic and sporty on Google+. It permits one to segment one's followers into smaller groups, authorizing one to share facts and figures with followers while excluding others. As for example: Generating a 'super-fan' circle, and then sharing particular discounts and exclusive offers only with that particular group.

Using Twitter for Social Media Marketing:

Another social media marketing tool is the Twitter that permits one to transmit and relay updates across the web. Following tweeter of one's own industry or associated area and can obtain a stable followers in return. When a customer has anything pleasant and fine to speak about you one

should not fail to re-tweet and answer to the questions of the general public when possible. Utilizing twitter as a social media marketing tool settle and solve about conversation and talk, definitely be certain and positive to support and foster to assemble your followings.

Utilizing YouTube for Social Media Marketing:

YouTube is unbelievably strong social media marketing tool for generating, producing, making and splitting, sharing of video contents. With the point of boasting their videos 'go viral', numerous business attempt to fabricate video contents. Still truthfully those possibilities are quite slender. Alternatively one must concentrate on producing functional, information 'how to' videos. These 'how to' videos also possess the additional interest of classifying and rating on the videos search results of Google. Therefore the ability and the potentiality of video content should not be underrated.

Social Media marketing through LinkedIn:

One of the professional social media marketing sites is the LinkedIn which facilitates entering into a professional conversation with people in similar industries and give a site to share content with similar minded individuals. It is also considerable for affixing post, position and widespread worker webbing. Inspire and motivate buyer, purchaser or user to allow their business an advice and direct on one's LinkedIn outline. Advocacy and advice assemble one's business seem further acceptable and well-grounded for new purchaser, buyer and shoppers. Moreover ruminate the questions segment of LinkedIn; providing responses aid one to get confirmed as a thought leader or head and earns confidence.

2.5. SUMMING UP

A career in media industry offers ample job opportunities and growth. All you have to be is excellent with communication skills. To sum up, India presents great scope for the development of media and entertainment industry. The large volume of population with access to both print and electronic media represents tremendous growth opportunities in media jobs. Media and the Entertainment industry is in a changing and modification period as both new as well as the new persists to synchronize. Digitization, interactivity, multiple devices, multiple platforms and growth and development of services based environment has deformed the media and the entertainment upright over the last decade. Despite enhancing and boosting site traffic by utilizing social media in marketing it aid business to outstretch additional customers. It furnish an effective setting for preferable apprehension and learning from the selected audiences.

2.6. QUESTIONS

1. What are the career options in media industry? Discuss its challenges.
2. How social media marketing affects companies' employees as well as company's growth?

2.7 RECOMMENDED READINGS

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UNIT 3: MANAGEMENT PRINCIPLES

UNIT STRUCTURE

3.1 Introduction

3.2 Objectives

3.3 Organisational Structure - Meaning

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      3.8.4 Co-ordinating

      3.8.5 Directing

      3.8.6 Staffing

3.9 Organisational Behaviour- Meaning & Definition

3.10 Elements of Organisational Behaviour

3.11 Summing Up

3.1 INTRODUCTION

Having a well-defined organisational structure is the quintessential requirement of any business enterprise. A structure lays a strong foundation upon which an organisation builds and sustains itself. From this unit you will understand the different principles required for management functions in an organisation. A through reading of the contents of this unit will give a conceptual understanding of different dimensions of organisational structure as well functions required for effective functioning of a media organisation.

3.2 OBJECTIVES

By the end of this unit you shall be able to-

- Explain the factors that influence the type of structure which an organisation adopts

- Write the different types of organisational structures

- Compare the advantages and disadvantages of the different types of mass media ownership

- Describe the present status of cross media ownership

3.3 ORGANISATIONAL STRUCTURE - MEANING

Organisational structure can be defined as a system that determines how a particular organisation operates from the inside out. It outlines how the activities undertaken by the organisation can be best directed in order to achieve its goals. It lays down the job responsibilities of every employee as well as the most efficient way to perform those responsibilities. It also determines the flow of information between the employees of the organisation. In the absence of a structure, an organisation will become chaotic leading to uncertainty among employees regarding whom to report

to. In short, organisational structure defines the entire culture of an organisation. Having a well-defined organisational structure encourages efficiency, effectiveness and focus on the part of the organisation.

3.4 ELEMENTS OF ORGANISATIONAL STRUCTURE

The elements of organisational structure are the building blocks using which an organisation builds itself. This unit gives an overview of six such elements.

3.4.1 CHAIN OF COMMAND

Chain of command forms the very basis of organisational structure. Also called scalar principle, the concept of chain of command in organisational management was put forward by Henry Fayol. It refers to the official hierarchy of authority within an organisation that determines who is in charge of decision-making and wielding of command. In a chain of command, instructions flow downwards, while accountability flows upwards.

The hierarchy in chain of command starts with the owner of the business or the Chief Executive Officer (CEO). Below them are the Vice President (VP) of the company and the upper management who report directly to the owner or CEO. They are followed by the Department Managers/Supervisors. At the lowest level are the employees at the front line who report to the Department Manager/Supervisor assigned to them.

3.4.2 SPAN OF CONTROL

Span of control in the managerial context refers to the number of subordinates assigned to each Manager within the organisation. The span of control is determined by a number of factors-

- The departmentalisation of the organisation

- The size of the workforce

- The goals and objectives set down by the organisation

- And the strategies devised by the organisation to pursue those goals and objectives.

3.4.3 DEPARTMENTALISATION

According to Pearce and Robinson[1]-

> "Departmentalization is the grouping of jobs, processes, and resources into logical units to perform some organisational task".

Simply put, departmentalisation refers to the dividing of an organisation into different departments comprising of groups of people who perform activities of a similar nature. For instance- all advertising-related activities may be grouped together to form the Advertising Department. Departmentalisation can be done on the basis of division of work, geographical area of operation, customer groups, products/services and so on.

3.4.4 WORK SPECIALISATION

Work specialisation or division of labour involves sub-dividing the different activities necessary to achieve the objectives and goals of an organisation into separate jobs. For instance- KFC has divided its staff into two teams- Customer Service and Food Service. While the former deals with customer satisfaction, the staff members belonging to the latter team are involved in meal preparation.

3.4.5 FORMALISATION

Formalisation is the official formulation of the rules, regulations and principles governing the organisation's day-to-day functioning. It is one of the primary determinants of the culture prevalent within an organisation

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[1] Akrani, Gaurav. (2012, July 2). *What is Departmentalisation? Definition, Meaning.* *Retrieved from* https://kalyan-city.blogspot.com/2012/02/what-is-departmentalization-definition.html

3.4.6 CENTRALISATION & DECENTRALISATION

In a centralised structure there are three levels of management-

1. C-level officers i.e. the Chief Executive Officer (CEO), Managing Director (MD), Chief Operating Officer (COO) and so on exercise all decision-making powers.

2. Middle management has no say whatsoever in setting of organisational goals and objectives. It is merely tasked with formulation of an execution plan for pursuing those goals.

3. At the lowest level lie the front-line employees who carry out the execution plan set by the middle management.

In contrast, a decentralised structure allows relatively greater freedom to all three levels of management. Although certain crucial decisions are reserved for C-level officers, all levels of management enjoy decision-making powers and can give their inputs on organisation-related matters; particularly, department Managers exercise a greater degree of control over their assigned teams.

ASSESS YOUR PROGRESS

1. Illustrate a chart depicting the chain of command taking any media organisation as an example.

   _____
   _____
   _____

3.5 IMPORTANCE OF HAVING AN ORGANISATIONAL STRUCTURE

Having a well-defined structure in an organisation is similar to laying a good foundation upon which a house is built. Just as a weak foundation will cause a house to crumble, lack of a formal structure will lead to chaos and possible breakdown of an organisation.

- In today's era of globalisation, organisations have a global presence with multiple business units across diverse local, regional, domestic and international markets. Since it is physically impossible for the ownership or top management to oversee the operation of each business unit, having an organisational structure enables them to create a management chain ensuring that the operation of all business units scattered across the globe is as per the standard procedures of the organisation.

- In the long run, having an organisational structure improves employee performance as each employee has a clear cut idea of what is expected of them and how they can best contribute to the organisational goals and mission.

- An organisational structure significantly reduces operational blunders. Consequently an organisational can focus its time, manpower, efforts and resources on increasing sales, generating profit and revenue, and providing good customer service.

- When organisations have a well-defined structure it promotes upward mobility of employees through the creation and execution of management training programmes for potential managerial employees.

- A good organisational structure facilitates measurability and assessment of work outputs while simultaneously reducing inter-dependency of work responsibilities to a minimum.

- Having an organisational structure is key to laying out the pay structure of employees.

- Finally, when there is a steady flow of communication within the organisation, business operations are performed more efficiently.

3.6 TYPES OF ORGANISATIONAL STRUCTURE

In this unit, seven organisational structures have been discussed. However, organisational structure is in no way limited merely to these seven

structures. Organisational structure varies from market to market and organisation to organisation.

3.6.1 HIERARCHY

Organisations with a hierarchal structure have a linear chain of command i.e. authority and information flows from top to bottom. Such an organisational structure is highly rigid in nature with the top authority dictating terms and responsibilities to subordinates without offering them much scope for free thinking and flexibility of work. The military can be taken as an example of an organisation with a hierarchal structure.

3.6.2 FLAT STRUCTURE

In contrast to the hierarchal structure, the flat structure is highly flexible without a central or linear chain of command. Every individual employee enjoys a high degree of personal agency. There are no job titles or fixed job responsibilities enabling employees to freely take up any work responsibility as per their own convenience.

Flat structures are most commonly observed in start-ups. However, because of its relatively less practical nature, even organisations which started out with a flat structure eventually take up other forms of organisational hierarchy.

3.6.3 FLATARCHY

Flatarchy is a combination of the hierarchal and the flat organisational structures. The business at large maintains a traditional hierarchal structure, but certain flat teams are incorporated into the mix. Thus individual departments within the organisation work independently and exercise some degree of self-regulation.

Google is an example of an organisation with a flatarchy as the tech giant has a well-defined hierarchal organisational structure, but allows teams of employees to work independently on certain projects.

3.6.4 HOLOCRACY

Holocracy is the latest organisational structure to enter the market. It is a completely decentralised system of management wherein no single individual is in charge. Instead the organisation is structured around teams of employees or rather self-managing departments. Each department makes decisions for issues related to its specific area of expertise without any outside interference. The system allows for greater flexibility, independence and transparency. However, it has been criticised as being far too complex and radical.

3.6.5 FUNCTIONAL STRUCTURE

Also called a bureaucratic structure, functional structure breaks up an organisation into different departments on the basis of specialisation of its workforce. Each department and the employees working under that department dedicate their work responsibilities to a single, specialised function such as advertising, human resource, IT, accounting and so on. In the long run, such an organisational structure promotes efficiency of the organisation and its workforce as work is clearly demarcated and resources are properly allocated in a pre-planned systematic manner. Functional structure is one of the most common types of organisational structure that is prevalent today.

3.6.6 DIVISIONAL/MULTI-DIVISIONAL STRUCTURE

Divisional/Multi-divisional structures are mostly observed in large corporations with multiple business units under them. In an organisation which follows a divisional/multi-divisional structure, the leadership is organised on the basis of the geographical area of operation, the products offered, services provided, projects undertaken or subsidiaries operated. One of the biggest advantages of such an organisational structure lies in the company's ability to efficiently meet the specific needs of its customers residing in a specific geographical region.

Johnson & Johnson can be taken as an example of an organisation having a divisional/multi-divisional structure. The corporation has several business units under it each of which operates independently and is headed by its own President.

3.6.7 MATRIX STRUCTURE

Matrix structure is one of the least popular types of organisation structure. Under this structure, an organisation may have specialised departments or divisions with specific functions. However, there is no clear cut division of labour as employees are assigned different job responsibilities in multiple departments. Consequently they have to report to multiple supervisors of the multiple departments they operate under. For instance- an employee may be assigned job responsibilities in the human resource, advertising and accounts department simultaneously. So he/she will ultimately have to report to three different supervisors in all the three departments.

ASSESS YOUR PROGRESS

1. Take up any media organisation and analyse its organisational structure.

   _____

   _____

   _____

3.7 MANAGEMENT- MEANING & DEFINITION

James A.F. Stoner has defined management as[2]-

> "the process of planning, organizing, leading and controlling the efforts of organization members and of using all other organizational resources to stated organizational goals".

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[2] Lorenzana, Carlos C. (1993). p.p 4. Chapter 1- Introduction to Management. *Management- Theory and Practice.* Rex Book Store.

According to Dalton E. McFarland (1970), management is-

> "a process, by which managers create, direct, maintain, and operate purposive organizations through systematic, coordinated, cooperative human effort".

Mary Parker Follet (1918) stated that management is "the act of getting things done through people".

As per these definitions-

- Management is a continuous and multi-faceted process that involves a series of inter-related activities.

- It involves using all available resources of an organisation i.e. material, manpower, machinery and finance to achieve the organisational goals.

- These resources are drawn from the external environment in which the organisation operates.

- Management is highly result oriented. Its end goal is to fulfil the goals and objectives set down by the organisation for itself.

- It is a group activity that depends on the co-operation of all employees and the co-ordination of all departments within an organisation.

3.8 FUNCTIONS OF MANAGEMENT

In this unit, we will look at some of the functions of management identified by some prominent figures of the discipline.

According to Henry Fayol, management has five functions i.e. Planning, Organising, Commanding, Coordinating and Controlling. Newman and Summer have identified four functions of management i.e. Planning, Organising, Staffing and Directing. Koontz and O'Donnel have classified the functions of management into five categories i.e. Planning, Organising, Staffing, Directing and Controlling.

Following is an overview of the functions of management put forward by the above mentioned scholars of management-

3.8.1 PLANNING

In simple words, planning entails creating a course of action for the future. It precedes all other functions of management. Planning begins with the formulation of the organisation's end goals as well as the policies which need to be implemented in order to reach those goals. Planning deals with the what, how, when and who?

3.8.2 ORGANISING

Organising involves determining a suitable organisational structure that complements the organisation's planned goals. It follows the planning phase and includes the following activities-

- Determining those activities which are necessary for the fulfilment of the organisation's goals;

- Grouping these activities into different departments;

- Assigning a Manager to each department;

- Delegating authority to the Manager to carry out these activities;

- And establishing vertical as well as horizontal coordination among the employees of the organisation.

3.8.3 CONTROLLING

Planning and controlling are inter-related managerial functions. While planning lays down the goals and objectives that the organisation seeks to achieve and simultaneously draws out the path to be undertaken to meet these objectives, control ensures that employees do not deviate from the planned path while pursuing the planned objectives. As a managerial function, control sets up a back-up plan or corrective measures that need to be followed in the event of any potential deviations.

3.8.4 CO-ORDINATING

Co-ordination is one of the core functions of management. It refers to the integration of the different departments of an organisation in the pursuit of the set out objectives and goals so that all organisational activities are carried out smoothly and in perfect harmony. Lack of coordination will result in wastage of resources, efforts and time thereby leading to inefficiency on the part of the organisation.

For instance- in a manufacturing industry production targets should be set after taking into account the estimated demand for goods and services in the market. The production targets should in turn determine the quantity of procurement of raw materials as well as the deployment of the organisation's human resource.

3.8.5 DIRECTING

Directing deals with leading the activities of employees towards the achievement of the organisation's goals and objectives. The Manager takes the lead in this regard by performing the following three key functions-

- Communication
- Leadership
- Motivation

Communication

He/she assigns work to his subordinates and at the same time ensures that there is a steady flow of information between employees within the organisation both horizontally and vertically.

Leadership

He/she guides and supervises the work of his subordinates.

Motivation

He/she motivates his subordinates to perform the work assigned to them to the best of their abilities.

Thus, Managers play a significant role in maintaining organisational stability and cohesion. They have the capacity to make or break an organisation.

3.8.6 STAFFING

Staffing is entirely related to the human resource of the organisation. Some staffing-related activities are undertaken by the Human Resource Department such as-

- Recruiting suitable people for the job;

- Training and orientation of new employees;

- Providing managerial training to those employees who have managerial potential and can potentially lead the organisation in the future;

- And determining the financial compensation of employees.

However, certain staffing functions like the periodic appraisal of the work performance of employees may be undertaken by the Manager of the department under which the concerned employee works.

3.9 ORGANISATIONAL BEHAVIOUR- MEANING & DEFINITION

According to Fred Luthans[3]-

> *Organizational behaviour is directly concerned with the understanding, prediction, and control of human behaviour in organizations.*

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[3] *Organizational Behaviour: Definition, Importance, Nature, Model. Retrieved from* https://iedunote.com/organizational-behavior

Stephen P. Robbins has stated that[4]-

Organizational Behaviour studies the impact that individuals, groups and structure have on behaviour within organizations for the purpose of applying such knowledge towards improving an organization's effectiveness.

From the above definitions, it can be said that organisational behaviour is primarily concerned with how people behave within an organisation, what motivates their behaviour, and how the way they behave affects the work and performance of the organization.

3.10 ELEMENTS OF ORGANISATIONAL BEHAVIOUR

Organisational behaviour is concerned with four elements that determine behaviour within an organisation-

1. People

2. Structure

3. Technology

4. Environment

PEOPLE

In the context of organisational behaviour, people refers to the employees of an organisation. They constitute the most valuable resource that an organisation has at its disposal. They form the organisation's internal social system. The primary responsibility of handling employees, steering them in the right direction to meet the goals and objectives of the organisation, and preventing them from deviating from the right path falls on Managers.

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[4] Kondalkar, V.G. (2007). p.p. 4 *Organizational Behaviour*. New Age International Publishers. Retrieved from http://iibms.org/wp-content/uploads/2015/05/Organizational-Behaviour.pdf

STRUCTURE

We have already discussed the significance of having a well-defined organisation structure in this unit.

TECHNOLOGY

Technology provides employees with the resources and means through which they perform their work responsibilities. It reduces the cost of production per unit while simultaneously ensuring high quality of goods and services.

ENVIRONMENT

Environment constitutes the larger social system within which an organisation operates. There are two categories of environment in the context of organisational behaviour i.e. External and Internal. The former includes the social, political, legal, economic, cultural, geographical and technological forces existing outside the organisation. The latter refers to the work culture that is prevalent within the organisation. Both the external and the internal environment significantly influence the behaviour and attitude of employees towards their work as well as the organisation itself.

3.11 SUMMING UP

Organisational Structure and Organisational Behaviour are two key concepts of Management. As discussed in this unit, the former lays the foundation upon which an organisation is built, operated and sustained. Having a well-defined structure not only gives stability to an organisation, but at the same time makes its functioning more effective and efficient. The latter, on the other hand, determines the behaviour and attitude of the workforce of an organisation which in turn has a direct impact on the organisation's output.

3.12 QUESTIONS

1. Explain the concept of Organisational Structure?

2. Why do businesses need an Organisational Structure?

3. What constitutes the elements of Organisational Structure?

4. Discuss the different types of Organisational Structure.

5. Explain the meaning of Management.

6. Describe the functions of Management.

7. Write briefly on the different levels of Management.

8. What is Organisational Behaviour?

9. What are the elements of Organisational Behaviour?

3.13 REFERENCES AND RECOMMENDED READINGS

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Montana, P., & Charnov, B. (1993). Organizational Structures: Concepts and Formats. In P. Montana, & B. Charnov, *Management: A Streamlined Course for Students and Business People* (pp. 155-169). Barron's Business Review Series.

UNIT STRUCTURE

4.1 INTRODUCTION

Today the media at large are all part of an interconnected network of partnerships, deals and mergers. On the one hand, it has made mass media content readily accessible to the public who can now avail real-time news and information. But on the other hand, it is increasingly pushing mass media to the verge of commercialisation at the cost of ethics which can ultimately prove detrimental to public interest.

4.2 OBJECTIVES

A thorough study of this unit shall enable you to-

- Explain the different types of ownership prevalent in media organisations

- To compare the advantages and disadvantages of the different types of mass media ownership

- Explain the present status of cross media ownership

4.3 TYPES OF MEDIA OWNERSHIP

The ownership pattern of media organisations can be studied by dividing them on the basis of three categories i.e. operation, size and funding.

4.3.1 OPERATION-BASED OWNERSHIP

On the basis of operation, media ownership can be divided into four types-

1) Chain Ownership

2) Cross Media Ownership

3) Conglomerate Ownership

4) Vertical Integration

4.3.1.1 Chain Ownership

In chain ownership, also called group ownership, the same media organisation owns several outlets in a single medium such as a chain of newspapers, a host of television stations, multiple book publishing houses, a series of radio stations and so on. In India chain ownership in media goes back to the pre-independence era. The political and social leaders of the day brought out newspapers and newsletters with the intention of inspiring the people to join the fight for independence. Some used the print media for propagating social change by ridding the Indian society of superstition and orthodox beliefs and customs. For instance- Bal Gangadhar Tilak carried on the struggle for freedom through his two newspapers i.e. *Kesari* (Marathi) and *Maratha* (English). Raja Ram Mohan Roy started *Brahmanical Magazine* (English), *Sambad Kaumudi* (Bengali) and *Mirat-ul-Akhbar* (Persian) to fight for the eradication of social evils from the Hindu society.

Today *The Hindu Group*, a Chennai-based publishing company, can be considered as an example of chain ownership in media. The company publishes a host of newspapers, magazines and journals such as the *The Hindu* (English daily newspaper), *Frontline* (English fortnightly magazine), *Indian Cricket* (cricket yearbook) and so on.

Advantages of Chain Ownership

- Central management of resources whether administration, human resource or finance may lead to better resource utilisation.

- Chain ownership lowers the cost of production as well as the cost of operation.

Disadvantages of Chain Ownership

- To an extent chain media organisations may fail to address the needs, issues and opinions of local communities.

- There is a possibility that such organisations may use their media outlets to promote their personal agendas through repetition of news, views and opinions and controlled dissemination of information.

4.3.1.2 Cross Media Ownership

In cross media ownership a media organisation does not limit itself to the ownership of a single media type and instead has stakes in multiple media genres. The *India Today Group* is an example of cross media ownership in India. The company has forayed into the following media genres-

- Print- *India Today*, *Business Today*, *Mail Today*, Indian editions of international magazines like *Harper's Bazaar* and *Cosmopolitan*, *Reader's Digest*

- Television- *Aaj Tak*, *India Today TV*

- Events- *India Today Conclave*, *India Today Global Roundtable*

- FM Radio- *Ishq 104.8 FM*

- Online Music- *Music Today*

- Omni-Platform channel- *Mobiletak.in*

- Education- *India Today Media Institute (ITMI)*

Advantages of Cross Media Ownership

- One of the biggest advantages of cross media ownership is synergy. Such media organisations can pool their combined resources thereby reducing their overall production costs.

- Reduced production costs together with a combined resource pool will increase the organisation's profit margin in the long run.

- The organisation's ownership of multiple outlets across diverse media genres automatically increases the size of its market and coverage area.

- Such organisations also have a wider reach in terms of their audience.

- The diversity of media outlets and products increases the organisation's security. In the event that one media outlet shuts down or fails to create a place for itself in the market, the organisation has other outlets to fall back on.

Disadvantages of Cross Media Ownership

- May lead to the exploitation of consumers by tailoring of news, views and comments

- May deprive the public of plurality and diversity in terms of information, opinions and news.

- Encourages the monopolisation of media by a few media giants

- Creates an atmosphere of unhealthy competition by forcing small and medium media organisations to compete with media giants in an uneven field

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4.3.1.3 Present status of Cross Media Ownership

The Indian media industry is growing rapidly and has been attracting heavy foreign direct investments (FDI). After reversing its former policy of no foreign direct investment (FDI) in the media sector, the government of India now allows 100% foreign direct investment (FDI) in advertising, films, TV software production, and the printing of technical and scientific publications. FDI in the advertising and film sector does not require any prior approval. The government allows for 26% FDI in news publications and the FM radio sector, while the FDI limit for cable networks is up to 49%. In her Budget speech 2019-20, Finance Minister Nirmala Sitharaman announced the government's examination of the prospects of further opening up FDI in the AVGC sectors i.e. animation, visual effects, gaming and comics.

The media industry has also been undergoing diversification into and integration with multiple media as well as non-media sectors. One such form of diversification i.e. cross media ownership has been at the centre of debate and controversy for years now. Cross media ownership started out with organisations having stakes in traditional media outlets, particularly print and electronic media. Today media organisations have pushed the boundaries of traditional media by foraying into diverse fields such as film making, gaming, music labels, online streaming services, cable and so on.

The opinions on the implications of cross media ownership range from appreciative to downright critical. It is argued that cross media ownership can potentially lead to dictatorship by media organisations through the production of content that is highly manipulated in favour of the concerned media organisation and its patrons. Conversely it is also argued that cross media ownership is as natural as the progression of a cycle manufacturing company to expand into the motorcycle manufacturing business.

Some have pointed out how plurality of media ownership in a diverse society like India can further strengthen the democratic ideals governing Indian society through media content that not merely showcases but also celebrates diversity of views, news and opinions. However, it has been

observed that plurality of ownership does not necessarily lead to plurality of contents. The constraints of media ownership have proved detrimental not only to editorial independence but also public opinion which is now manufactured by media organisations.

On 12 August 2014 the Telecom Regulatory Authority of India (TRAI) had furnished a consultation paper on *Issues Relating to Media Ownership*. One of the recommendations made by TRAI in the paper was that corporate investment in media houses should be restricted in order to protect the editorial independence of the Indian press. The paper called for self-regulation in lieu of government control in order to tackle the risks faced by the news media in India. It also stated for the restriction of central and state government departments, political parties, panchayats, public-funded bodies and religious bodies from entering the domain of broadcasting in the electronic media as well as from television channel distribution platforms.

At present the Indian Parliament has two television channels under its ownership and operation i.e. Lok Sabha TV and Rajya Sabha TV. TRAI added that an exist route should be created for such media to pull them out from broadcasting, while it suggested a year's window for those media houses in violation of the cross-media ownership regulations.

TRAI's recommendation for self-regulation of media organisations and the entertainment industry instead of the government acting as a watchdog is endorsed by the present Indian government. However, in July 2019 Prakash Javadekar, the Minister of Information and Broadcasting stated in response to a Lok Sabha question that the present government does not have any proposal to introduce or implement any law for the prevention of vertical and horizontal cross media ownership in India. Therefore, at present there is no regulatory framework or mechanism to oversee and regulate the rapidly increasing phenomenon of cross media ownership in India.

4.3.1.4 Conglomerate Ownership

Together with cross media ownership, conglomerate ownership is one of the most prevalent forms of media ownership pattern in India at present. A media conglomerate is a large corporate entity whose primary source of profit and revenue generation is the non-media sector such as manufacturing, finance, liquor, food and so on. The conglomerate's stake in the media sector is subsidiary and is primarily set up for social prestige or to exert socio-political influence on policy makers and the government.

Mukesh Ambani's Reliance Industries Limited (RIL) is an example of a conglomerate in India. The company owns multiple businesses across diverse industries i.e. refining, oil and gas, petrochemicals, polyester, polymer, textile, garments, retail, footwear, online shopping, digital services and telecommunications. Besides these industries, in 2014 RIL acquired Network18, a media and entertainment company, which stakes in magazines, television, films, digital content, e-commerce and a host of other allied businesses.

Advantages of Conglomerate Ownership

- Diversification of products and services reduces a conglomerate's chances of suffering losses to a great extent.

- Diversification also enables the parent company to reach a wider consumer base.

- Synergy of resources and efforts reduces production and operation costs thereby increasing profitability.

Disadvantages of Conglomerate Ownership

- It is highly likely that the information presented in a media outlet owned by a conglomerate is biased towards its parent company.

- If the conglomerate becomes too large in size or diversified in terms of product offering it may lose efficiency forcing it to divest its loss-undergoing businesses.

4.3.1.5 Vertical Integration

In vertical integration a company not only owns a media business but simultaneously also owns allied businesses that are engaged in the production of the ingredients required for the making of the media products. The media business remains the primary source of profit and revenue generation for the parent company. For instance- a film producing company may own studios or even a chain of theatres for the shooting and exhibition of its films respectively. A newspaper company may operate a factory that manufactures the ink required for printing the paper or may own forest lands which provide wood for the newsprints.

The American media-service provider Netflix, Inc. can be considered as an example of vertical integration. When the company was initially launched in 1997, it positioned itself at the very end of the supply chain by showcasing films and television shows created by other content creators. As its subscriptions grew over the years, the company has now started streaming original contents created by Netflix itself. This vertical integration strategy has made the company a streaming giant today.

Advantages of Vertical Integration

- Control over almost all aspects of the business without the involvement of or reliance on third parties, increases efficiency while simultaneously reducing costs.

- Vertical integration reduces the costs of transaction throughout the parent company's supply chain.

- In the event that the parent company can monopolise the production of or access to a scarce resource or asset, it will create barriers in the entry of potential competitors in the market.

Disadvantages of Vertical Integration

- Lack of diversification and investment of all capital, resources and efforts in a vertical integration puts the company at great risk. Breakdown of one subsidiary can affect the whole operation of the business at large.

- Unfamiliarity of the parent company with certain aspects of the supply chain may compromise the product quality.

- It can lead to monopolisation of products, resources or assets.

4.3.2 SIZE-BASED OWNERSHIP

Media ownership can also be categorised on the basis of size. Size in this context refers to circulation/reach and revenue of the organisation. Reach refers to the total number of people or households that have been exposed to a particular medium at least once over a particular period of time. Advertising and circulation/reach are the two primary means of revenue generation by media organisations. In the case of newspapers, however, the bulk of the revenue i.e. around 80-90% comes from advertising, while circulation contributes the remaining share.

This is largely because newspapers are sold to consumers at subsidised rates which are much lower than the actual cost incurred by the company in the printing of the paper. So for instance if the printing cost per newspaper comes to Rs. 20, the final price at which the paper is sold to consumers may be Rs. 4 or Rs.5. Since advertisers are drawn to a particular newspaper on the basis of its circulation figures, more the circulation of the paper higher its rates of advertising. Likewise, more the advertising placed in the paper, larger its share of revenue. Thus ultimately advertising and circulation/reach not only determine a media organisation's revenue generation, but also its size.

In terms of ownership on the basis of size, media organisations can be divided into three categories-

1. Big

2. Medium

3. Small

The above three categorisations are self-explanatory. Big media organisations are those which have a national circulation/reach. *The Times of India* and *The Hindu* are two examples of big media organisations. According to the Audit Bureau of Circulations (ABC) of India, a non-profit organisation which certifies as well as audits the circulation of print media in the country, *The Times of India* is the third largest newspaper in India by circulation, while *The Hindu* is the second largest English-language newspaper in the country by circulation.

Medium-level media organisations refer to the regional media organisations which have a wide circulation/reach in the region of their operation. *The Assam Tribune,* the highest circulated English-language daily in North-East India, is an example of one such media organisation.

Local media organisations fall in the category of small media organisations. A radio station that operates and broadcasts only within the city of Guwahati, for instance, can be considered a local media organisation.

ASSESS YOUR PROGRESS

1. Compile a list of local media organisations operating within North-East India

    _____

    _____

    _____

4.3.3 FUNDING-BASED OWNERSHIP

On the basis of funding, ownership in media organisations can be broadly divided into two categories-

1. Public

2. Private

Publicly funded media organisations are those funded, controlled and managed by the government. Private corporations do not have any stakes whatsoever in such organisations. Prasar Bharati, the largest public broadcasting agency in India, is one such example. An autonomous unit under the Ministry of Information and Broadcasting (Ministry of I&B) of India, the agency is composed of *All India Radio* and the *Doordarshan Television Network*. In a diverse country like India with its social, political, economic and cultural complexities public service broadcasting plays a crucial role in ensuring the unity of the diverse communities residing in the country. The Ministry of I&B also has another statutory body under the wing i.e. the *Central Board of Film Certification* responsible for the censorship, classification and regulation of motion pictures publicly exhibited in the country or even broadcast on television.

Privately funded media organisations are those funded by the non-government sector i.e. corporations, groups of shareholders or stakeholders, family-owned business enterprises and so on. The general public does not have any stake in the organisation. Rather the organisation's stocks are owned exclusively by the owners who indulge in private trading in the stock market. Therefore, the owners alone exert complete control over the operation, and regulation of the organisation including the content that is published/broadcast.

Ramoji Group is an example of a privately funded media organisation. The Hyderabad-based conglomerate has multiple holdings in mass media, retail, education, financial services, FMCG and education. It owns the Ramoji Film City which holds the Guinness World Records for being the largest film studio complex in the world. *Eanadu*, the largest Telegu newspaper in

Andhra Pradesh and Telangana in terms of circulation, is another Ramoji Group-owned media. Other holdings of the conglomerate include *ETV television network*, the production house *Ushakiran Movies Limited*, *Margadarsi Chit Fund Private Limited*, *Dolphin group of hotels*, *Priya Foods* and so on.

ASSESS YOUR PROGRESS

1. Find out some advantages and disadvantages of publicly and privately funded media organisations.

   _____
   _____
   _____

4.4 SUMMING UP

Today ownership of mass media organisations is largely concentrated in the hands of a few powerful corporations and individuals. From its status as the fourth pillar of democracy, mass media is alarmingly moving towards heavy commercialisation. In India, from its humble days as a weapon to unite the masses against colonial rule, mass media now largely lies at the whims of profit mongering corporates and individuals who have retorted to using the media controlled by them to propagate their own ideologies.

Consequently the communication that is disseminated is partial towards the organisation and controlled by it with the ultimate motive to generate profit. What has further aggravated the problem is the absence of any framework for the regulation of media ownership. Despite the recommendations put forward by TRAI with regard to ownership of the mass media, particularly with reference to the ethical challenges posed by cross media ownership as well as increasing ownership of and investment in the media and entertainment sector, the government is yet to take up a stand.

4.5 QUESTIONS

1. Discuss the different ownership patterns prevalent in the media sector.

2. Give a brief overview of the advantages and disadvantages of the different types of media ownership.

3. According to you, is TRAI's recommendation with regard to self-regulation of media organisations a feasible idea given the diversity and plurality of the Indian market? Give reasons to support your argument.

4. What challenges do cross ownership of media and vertical integration pose to the editorial independence of the press?

5. How does the ownership of mass media affect public interest?

4.6 RECOMMENDED READINGS

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MODULE II : MEDIA REGULATIONS

UNIT-5: MEDIA INDUSTRY AND REGULATION

UNIT STRUCTURE

5.1 Introduction

5.2 Objectives

5.3   Market structures in media industry

5.4 Determinants of market structures in media industry

5.5 Media regulation

    5.5.1 Is Media Regulation a necessity?

5.6 Summing up

5.7 Questions

5.8 References and Recommended readings

5.1 INTRODUCTION

This unit will introduce you to the market structures in media industry; you will also get to know about the determinants of market structures in media industry. The students will also learn about the media regulation in this unit.

5.2 OBJECTIVE

The objectives of this unit are given below:

- To learn about the market structures in the media industry.
- To make the students learn about the determinants of market structure in the media industry
- To know about the media regulation.

5.3 MEDIA MARKET STRUCTURE

Here in this unit, structure refers to something called that company, firm, corporation, etc. And the market structure refers to the size and design of the market. It also includes the manner of the operation of the market. It is the organizational and additional feature of a market.

Market Structure refers to those organizational features of a market which affect the nature of competitiveness and rate or cost, and influence the performances and the behaviour of business enterprise or an organization. It thus refers to those features of the market which influence the dealer or seller conduct and their productions.

ELEMENTS OF MARKET STRUCTURE:

- **Engrossment of market power -** It is a principal component in regulating the nature of competitiveness and the result of market performance and behaviour. It is measured by the size and number of enterprise, company or organization prevailing in the market. It limits the movements of goods between the sellers and the buyers at fair and competitive prices. It thus creates an oligopoly situation in the market.

- **Level or stage of product differentiation**—Products are similar and equivalent, the cost or charge differences in the market will not be extensive. When the products are diverse and varying, organizations and company have the propensity to impose separate cost for their products.

- **Conditions for entry of firms in the market—** There are limitations. Large organizations and company do not permit new company or an organization to undertake the market or make their entrance tougher by their superiority in the market,

- **Flow of market information** –The sellers and the buyers freely interconnect with each other in approaching at prices and prominent deals.

- **Degree of incorporation**—The conduct of an segregated market will be unlike the markets where there is no or less amalgamation either between the organizations or the company or of their activities,

CHARACTERISTICS OF THE MEDIA STRUCTURE:

1. Monopolistic competition
2. Perfect competition
3. Oligopoly
4. Natural monopoly
5. Monopoly
6. Geographical monopoly
7. Government monopoly
8. Technological monopoly
9. Differentiated oligopoly
10. Pure oligopoly

Marketing structure should change the followings:

➢ Production pattern Cost
➢ Pattern of marketing functions
➢ Demand pattern
➢ Technological change in industry

The media industry can be assessed as a greatly concerted system of ownership discharging beneath profit-driven logic inside an oligopoly market structure. The engrossment and cluster of media organizations or business motivate construction and assembling of contents that will maximize the profit of the industry. Media's compact ownership force influence of corporate capitalism, utilize overwhelm influence of advertising, and initiate media's ideal side and area, a hyper-profit-oriented society.

The part of advertising as its prime provenience of revenue is a major feature of media industry. Advertisements made earlier were dried, comprehensive content concerning prices of the products and quality, characteristics; but the advancement of corporate capitalism affects the arrival of advertising as an ideological and cultural societal potency.

In the present day advertising raise brand name, captivate selected markets, and encourage current products by highlighting a deceptive contrast to

differentiate equality products. Advertising charge above its spectator constrain media organization to involve with business and company on executing strategies and implementation that encourages materialism, decreases societal and individual usefulness to purchasable product, and change societal into a hyper commercial culture.

Market operated inducement and growth between advertising industries and media immerse media into the wider corporate marketing system. The program created by the commercial media is no prolonged the ultimate product, rather the audiences enhance the promoted product and item and is sold to the media manufacturer and advertisers to be operated, controlled and consume.

Even though people are given what they insist, advertising industries and the media fail to contemplate and assist the society. If there was a system of media which allow people what they desire services and product would be manufactured to meet the demand of the society and then commercialization would be lessen. Media pursue to create what is not desired and liked by the people without providing possibility for the public to inscribe such defects.

Technological improvement and mass media conveyance help and enable the hyper materialistic of society. Customer are influenced to buy the plan and proposition of the branded picturing, affected to attach emotionally and are finally charmed by the characteristic, goods or the services. Journalism, television, music, film, radio and public relation provide corporate requirement and support hyper-commercial via policy of product arrangement, deployment and co-production. Product placements integrate the goods into contents of mass media so its messages and the images are inevitable. When the biggest ad agencies work to manufacture programming in concurrence with the superior media organizations or company co-production takes place.

However technology may appear to free commercialization of the culture, the similar transformation help and promote the corporate organization or

the companies. Marketers and the advertisers are allowed to line their communication to what the customer literally buy or take and lane customers across their utilization of various media. Technology supply research necessary in aiding to discover new target markets.

Media increase of hyper- commercialism eventually erode democratic truth of the interest of the people and mislead, misguide and influenced public inadequate to dislike corporate power and in the absence of the potentiality to freely communicate themselves as customers or individual citizens.

5.4 DETERMINANTS OF MEDIA MARKET STRUCTURE IN MEDIA INDUSTRY

Market structure is regulated by the arrival and exit resolution of individual producers. The entry price overlooked by the prospective entrants, set price overlooked by requisite producers, and the persistence of short-run cost competitiveness all are principal determinants of long run resistant assistance and market structure. The components of market structure comprise the number and the area dispensing of an organization or company, entrance conditions and the expanse of divergence. Market structure refers to the number and the kind of organization or business working in the industry.

Market structure is all regarding the amount of competitiveness. Some features of market structure includes: easy entry and exit, the numbers of buyers and sellers, level of product consistency and the methods in which an organization or a company engage with each other.

Market structure refers to number and type of firms operating in the industry. Economists have used different ways to classify the markets in order to study the nature of different kinds of markets and problems faced by each of them.

Few of the crucial features which regulate and determine the market structure of an industry are discussed below:

1. **Number of Buyers and Sellers:** Total amount of sellers and buyers of a product or thing in the market regulate the impact utilize by them on the price of the product. Instance of huge numbers of sellers and buyers, an independent seller or buyer is not in the pose to affect the cost of the product. Still, if there is sole seller of a product, then such a seller uses considerable power above the cost.

2. **Nature of the product:** If the product is of similar essence, that is homogenous in all regard, subsequently it is vended at a constant cost. Still, if the product is of changed nature, then it may be vended at separate cost. Besides, if the product has no immediate replacement, then the supplier can impose costly charge from the buyers.

3. **Liberty of Movement of organizations:** If here is liberty of entrance and exit of an organization, then cost will be firm in the market, yet, if there are limitations on entrance of new organization and business and existence of older business or an organization, then an organization can impact the cost as it has no agitation of competitiveness from additional or new company, business or an organization.

4. **Understanding of the Market Conditions:** If the sellers and the buyers possess complete understanding regarding the market conditions, then a constant cost induce in the market. Yet, in case of unsound awareness, sellers are in a position to impose separate charges.

5. **Mobility of Goods and Factors of Production:** When the elements of production can proceed without any limitations from one place to another, then a consistent cost induce in the market. Yet in case of mobility of goods and factors, distinct cost may conquer in the market.

Market structure is paramount in that it influences the results of the market via its effect on the motives, possibilities and resolution of profitable performers taking part in the market. The objective of market structure of

an industry is to separate these consequence in an strive to describe and project the result of the market.

5.5 MEDIA REGULATION

Media Regulation refers to the undertaking by which an area of particular, usually legally obligatory, aid are related to the systems of media and organization or establishment to attain confirmed policy objectives such as diversity, competitiveness, pluralism, freedom and cross-culturalism. Regulation composed of the disposal of conventional statutory regulation set down by public jurisdiction as for example content necessity, limit or possession limitation as well as casual codes of conduct executed, administered and advanced by media firm and establishments in co-occurrence with the state. Thus, media regulation is sparely related with media strategy or approach, the aim by governments and other formal resolution-making bodies to encourage definite sort of structure of media and conduct, and media administration, the comprehensive scope of authorized and casual appliance generated in both non-governmental and governmental context that direct to regulate the systems of media in a certain manner.

Regulation can both be positive as well as negative in striving distinctly to assist specific purpose or aim or the stop unpleasant contents. Media regulation has usually been zone-distinct that is divergent rules have been forced on the electronic and the print media. Still the growth of digital technologies such as the internet, zone-distinct is progressively, vital replaced by merged forms of regulations.

Media regulation is the jurisdiction by the government of mass media content. They are regulation that safeguards the common interest and what definite audiences can and cannot outlook. It is required because media influence one's lives and what one absorbs is decided by the media one consumes. Media regulation is directed mainly at the press, television and the radio.

5.5.1 Is Media Regulation a necessity?

Regulation in its extremity places limitations to freedom, which is the quintessence of any democratic societies. Immensely minimal, this means that there possess to be comprehensible and conclusive causes for regulations, and while we can allow extensive explanations' for regulations that aid to restore its concept of freedom and democracy, we can't disappear from this fundamental rigidity.

Media regulation can be advanced for six common ground, these are discussed below:

- ➤ The safeguard of general order and assist for instruments of government and equity
- ➤ The management of what is possibly the lead economic resource in the appearing information society with an extremely reliance on all manifestation of communication.
- ➤ The safety of individual and sectional rights and interest that power may be misused by unlimited utilization of common way of communication.
- ➤ The encouragement of the effectiveness and spreading of the system of communication, by means of technical standardization, revolution, connectedness and comprehensive provision.
- ➤ The advancement of entrance, freedom of communication, variety and comprehensive provision as well as attaching informative and cultural conclusion selected by the population for themselves.
- ➤ Preserving conditions for successful performance of free markets in media services, mainly competitiveness and entry, safeguarding of customers, encouraging revolution and enlargement.

In India medium is mainly self-regulated. The prevailing bodies for the media regulation including the Press Council of India which is a statutory body and the News Broadcasting Authority, a self-regulatory corporation, set the degree and worth which are further in the essence of

recommendations. The current model of regulation of different kinds of media is discussed below:

The Press Council of India was established under the Press Council of India Act, 1978 for the cause of protecting the freedom of the press and for preserving and enhancing the quality and worth of news agencies and newspapers in India. It is composed of a chairman and 28 members. Its main purpose incorporates the followings: i) Aiding newspapers to preserve their independence; ii) Assemble a code of conduct for news agencies and journalist; iii) Aiding keeping high quality of common people taste and encourage responsibility between the citizens; iv) Assess growth probable to limit flow of news.

The Press Council of India possesses the power to accept objections and complain of breach of the ethics of journalism or professional wrong doing by a journalist or an editor. The PCI is accountable for asking into complain accepted. It may order eyewitness or viewers and hold of witness under vow, request copies of public data and information to be presented, even issue warnings and criticize the newspapers, editors, journalist and news agencies. It can uniformly necessitate any newspaper to issue particulars of the inquiry. The PCI resolutions or settlements are ultimate and cannot be appealed before a court.

There are two processes to restrict the powers of the Press Council of India: i) The PCI have restricted powers of imposing the recommendations and directions furnished. It cannot punish newspapers, editors, journalist and news agencies for breaching of the recommendations and directions. ii) The PCI only outline the performance of the press media. It can impose quality upon newspapers, magazines, journals and other sort of print media. It does not have the ability to assess the running of electronic media like television, radio and internet media.

The Central Board of Film Certification (CBFC) authorization is necessary for screening films which incorporate short films, television shows, documentaries and advertisements in theatres or broadcasting by television.

The responsibility of CBFC is restricted to administer content of television shows, movies etc. Unlike the PCI, it does not have the ability to point recommendations in relation to quality and excellence of news and journalistic conduct. Program and Advertising Codes for controlling and managing content transmitted on television, are furnished under the Cable Television Networks (Regulation) Act, 1995. The District Magistrate can seize the equipment of the cable operative in case the transmit programs that breach these codes. Definite quality have been authorize for content approachable over the internet under the IT Rules 2011.

Radio stations have to follow the same Programme and Advertising Code as accompanied by All India Radio. Private television and the radio channels have to follow to the orders which are fragment of license accord. Radio stations use to follow the alike Programme and Advertising Code as attended by the All India Radio. Private television and radio channels use to follow to the conditions which are proportion of license agreement. These incorporate quality for transmitting of contents. Disobedience may take to suspension or termination of license.

In the present time news channels are controlled and ruled by contrivance of self-regulation. One such contrivance has been generated by the News Broadcasters Association. The NBA has formulated a Code of Ethics to control and manage the contents of television. The News Broadcasting Standards Authority (NBSA), of the NBA, is authorize to notify, censure, criticize, convey displeasure or disagreement and fines the broadcaster a sum of Rupees one lakh for breach of the code. Another such organization is the Broadcast Editor's Association. The Advertising Standards Council of India has also worn up recommendations on the contents of advertisements. These category control and regulate through agreements and do not possess any legislation capability.

5.6 SUMMING UP

Since the growth and development of technology, it is simple to lop into the private gadget of the people because they are not like safeguarded. In ambience to television and films content, the evolution and growth of regulations being in existence has generated it to be hard to watch definite films. But it is not impossible. A child having outbreak to the internet can effortlessly be vulnerable to films and television programs which are too graphic. These are not only unlawful but they can pit a person for life. The potency of the footage signifies that one must possess media regulation to safeguard the society.

5.7 QUESTIONS

1. What do you understand by Market Structure and Media Diversity. Discuss.
2. What factors are considered in determining the market structure of an industry?
3. Should media be regulated in India? Explain.

5.8 REFERENCES AND RECOMMENDED READINGS

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UNIT - 6: NEWSPAPER MANAGEMENT

UNIT STRUCTURE

6.1 Introduction

6.2 Objectives

6.3 Hierarchy in a Newspaper Organisation

6.4 Organisation Structure of a Newspaper

  6.4.1 Editorial Department

    6.4.1.1 Roles and Responsibilities of the Chief Editor

    6.4.1.2 Resident Editors

    6.4.1.3 Bureau Chiefs

    6.4.1.4 News Editor/Chief Copy Editor

    6.4.1.5 Different Bureaus in a Newspaper Organisation

  6.4.2 Advertising Department

    6.4.2.1 Types of Newspaper Advertisements

    6.4.2.2 Functions of the Advertising Department

  6.4.3 Production Department

  6.4.4 Circulation Department

6.5 Summing Up

6.6 Questions

6.7 References and Recommended Readings

6.1 INTRODUCTION

In today's digital era, India is one of the few markets in the world where print media continues to remain dominant. The plural nature of Indian society, particularly the multitude of languages spoken by the country's populace, has played a significant role in this regard. Consequently, print media in India is expanding in terms of circulation and readership and is witnessing the growth of a number of local/regional language publications. According to the Indian Readership Survey (IRS) 2018 results, the total newspaper readership in India has increased by 9% in the last four years. Regional media players have risen to the top of the print media pyramid.

6.2 OBJECTIVES

A thorough study of this unit shall enable you to

- Explain the hierarchy in a newspaper organisation

- Elaborate on the organisational structure of a newspaper

- Define the functions of the different departments in a newspaper organisation

6.3 HIERARCHY IN A NEWSPAPER ORGANISATION

A typical hierarchy in a newspaper organisation can be broadly divided into two parts i.e. Reporting and Editing. The reporting side is responsible for the gathering of news. The editing side, on the other hand, moulds the content and makes it fit for publication. It hands over the final page layouts of the publication to the Production Department for printing.

The hierarchy on the reporting side may be arranged as follows (from senior to junior)-

- Chief Editor

- Resident Editor

- Senior Editor

- Bureau Chief

- Special Correspondent

- Principal Correspondent

- Senior Reporter/ Senior Correspondent

- Reporter/ Correspondent

- Trainee Reporter

Large newspapers may also have an Executive Editor and a Managing Editor depending on the publication's internal needs.

The hierarchy on the editorial side may be as follows (from senior to junior)-

- News Editor

- Chief Sub-editor/Chief Copy-editor

- Senior Sub-editor

- Sub-editor

- Trainee Sub-editor/Trainee Copy-editor

6.4 ORGANISATIONAL STRUCTURE OF A NEWSPAPER

There is no standardised organisational structure for newspapers. It varies depending on the size, periodicity, circulation and publication time of newspapers. Generally, the organisational structure in most newspapers is divided into the following four departments-

1) Editorial Department

2) Production Department

3) Circulation Department

4) Advertising Department

6.4.1 EDITORIAL DEPARTMENT

The editorial department is the backbone of a newspaper organisation. It is primarily responsible for content creation. Some of the responsibilities of the editorial department include-

- Gathering of news

- Selection of news and features to be published in the newspaper

- Editing those news and features selected for publication

The Editorial Department is headed by a Chief Editor who is assisted by different department heads and a host of other functionaries.

6.4.1.1 Roles and Responsibilities of the Chief Editor

Much like the captain of a ship who leads his/her crew in the smooth sailing of the ship, the Chief Editor in a newspaper organisation leads the different functionaries under him/her in the smooth running of the publication. A Chief Editor is usually a reputed senior journalist having a good grasp of editorial functions. Depending on the newspaper, a Chief Editor may also be called Editor-in-Chief, Managing Editor or even simply Editor.

Following is a brief overview of some of the roles and responsibilities of the Chief Editor in a newspaper organisation-

- As per the rules of the Registrar of Newspapers for India (RNI), the Chief Editor along with the publisher is primarily responsible for the editorial content published by the newspaper. He/she has the final say in what stories, articles and photographs get published;

- Not only does he/she sets the policies, the editorial direction and the tone of the publication, but also ensures that every issue of the publication is consistent with these measures.

- As the head of the organisation, he/she delegates tasks to the other functionaries and oversees their smooth operation;

- Some Chief Editors are also responsible for the hiring and firing of the editorial staff of the publication;

- He/she is authorised to prepare and assign budgets for the different departments in the organisation;

- Chief Editors are the ones who handle complaints by the public and readers alike regarding any issue that arises following publication;

- Since they hold responsibility for the publication's editorial content, the RNI also states that Chief Editors along with publishers can be held legally liable for anything published by the

concerned newspaper that is offensive, defamatory or inaccurate in nature.

- Often Chief Editors pen editorials expressing their views on issues of public interest;

- He/she is the publication's representative at public events and social functions.

As mentioned above, the Chief Editor has a number of functionaries working under him. Following is a brief overview of some of these functionaries and their roles and responsibilities in a newspaper organisation-

6.4.1.2 Resident Editors

Newspapers with a large circulation and reach often have multiple editions. For instance- the English daily *The Sentinel* has 5 editions in the Northeast which are simultaneously published from Dibrugarh, Guwahati, Silchar, Shillong and Itanagar. *Amar Ujala*, a Hindi daily, has 20 editions across 7 states and 1 union territory in India. The Hindi daily *Dainik Jagran* has 37 editions covering 11 states of India.

The purpose behind the publication of multiple editions is to cater to the specific interests of the readers belonging to a particular area by publishing local or regional news, features and special articles relevant to that area and its residents. Consequently, the contents of the multiple editions of the same newspaper may differ from one another. Some national newspapers also bring out multiple local/regional editions as a marketing strategy to ward off competition from local publications.

Resident Editors work under the Chief Editor of the publication. They are primarily responsible for the multiple editions of the publication coming out from different places. Thus, each Resident Editor is designated a particular edition of the publication. Resident Editors act as the primary contact points for the publication's head office. Resident Editors select news, features and articles relevant to their particular area of operation

which they determine as deserving of national coverage and send them to the head office.

6.4.1.3 Bureau Chiefs

Unlike Chief Editors who work in-house, Bureau Chiefs work out of satellite offices away from the area of operations of the newspaper. These senior journalists are in charge of selecting daily news reports collected by their team of reporters for final publication. As newsroom managers of their area of operations, Bureau Chiefs hand out work assignments to the reporters, photographers, videographers and other members of their news team. Some Bureau Chiefs also handle their publication's social media accounts and update the web content of the net edition of their publication. In some newspaper organisations, Bureau Chiefs may also take on administrative responsibilities including setting of budgets and training, hiring, firing and managing of staff members.

6.4.1.4 News Editor/Chief Copy Editor

News Editors, also called Chief Copy Editors in some publications, are responsible for making the publication's overall layout look aesthetically appealing. Based on the relative significance of the final contents chosen for publication, the available space in a particular page, and the knowledge of the principles of layout, News Editors determine the placement of the publication's content i.e. news, features, photographs, advertisements and so on. Thus, they also act as an interface between the editorial team and the advertisement team.

Besides approving proofs, News Editors may also write and even rewrite news headlines and sub-headlines. Assisted by a team of sub-editors/junior copy editors, News Editors ensure that the publication's content is prepared on time so that the production team can start printing the newspaper.

Besides the above mentioned functionaries, the Chief Editor is assisted by a host of other functionaries such as Chief Correspondents, Managing Editors, Assistant Editors, Photographers, Translators, Designers, Feature Writers, Cartoonists and so on. Today most big newspapers have a net

edition of their publication where they seek to provide real-time news to their readers. Therefore, another designation which has gained significance over the years in a newspaper organisation is that of the Editor-Net Edition.

6.4.1.5 Different Bureaus in a Newspaper Organisation

Within a newspaper organisation, there are various news verticals for creating expertise, facilitating the division of labour and maintaining accountability. Generally there exist around 8 such divisions in a general interest newspaper namely-

1) Sports Bureau

2) Business Bureau

3) City Bureau

4) Political Bureau

5) Editorial Bureau

6) Photo Bureau

7) City Bureau

8) Net Edition Team

These Bureaus have further sub-divisions called Beats based on subject areas. For instance- the Beats in the Political Bureau of a newspaper may cover city politics, the Congress Party, the BJP Party, regional parties and so on. Likewise, the Business Bureau may be divided into banking and finance beat, IT and Telecom Beat, Infrastructure Beat, Power and Energy Beat and so on.

6.4.1.5 ADVERTISING DEPARTMENT

The non-intrusiveness of newspapers along with the authenticity and well-researched nature of their contents makes newspapers one of the most credible mediums of advertisement. In a newspaper organisation, the Circulation Department along with the Advertising Department are the key players responsible for generating revenue for the publication. As per the World Press Trends report (2018), print and digital circulation of global

newspapers and other news media generated revenue worth $87.2 billion dollars in 2017. The revenue generated from advertising for the same stands at $67.8 billion. The report also states that despite the growth in digital revenue, print media advertising makes up for nearly 90% of the overall revenue for publishers.

6.4.2.1 Types of Newspaper Advertisements

There are three main sources of advertising revenue in a newspaper organisation namely-

1) Display advertising

2) Classified advertising

3) Insert advertising

Display advertising:

Display advertisements in a newspaper are those which appear alongside its editorial content with the exception of the classified section, the editorial page and the obituary page (if any). Such advertisements are charged on the basis of the amount of space consumed by them, usually quoted in column centimetre or square centimetre. Coloured display advertisements have a higher rate than black and white ones. For single advertisement insertions newspapers charge an open rate, whereas relatively lower rates may be charged when advertisers plan to run a series of display advertisements over a period of time.

Usually display advertisement space is sold by newspapers on a Run of paper (ROP) basis i.e. the advertisement is placed at the discretion of the newspaper rather than the advertiser. Advertisers who seek a special placement of their advertisements have to pay extra for their preferred placement. Similarly advertisers are also charged extra for split run services whereby different versions of the same advertisement are printed in alternate copies or different editions of the newspaper.

Classified advertising:

Classified advertising is the cheapest mode of newspaper advertising. Such advertisements are placed exclusively in the classified section. There are two types of classified advertisements in a newspaper i.e. classified texts and classified display advertisements. The former includes only text and are charged based on word, line or character count, whereas the latter can include not just text but also images. Classified display advertisements are further sub-divided into two types based on size i.e. single column (occupying only one news column) and double column (occupying two news columns). Such advertisements are charged based on the space occupied by them.

Insert advertising:

An insert is a full-page stand-alone advertisement that is inserted inside the newspaper. The rate of insert advertisements is based on the circulation of the newspaper. In addition advertisers are also charged for the production cost of the insert.

6.4.2.2 Functions of the Advertising Department

The Advertising Department in a newspaper organisation performs the following functions-

- Handle the newspaper's publicity and promotion in order to increase its sale

- Draw advertisers to place advertisements and other promotional products in the newspaper

- Prepare advertising copy and layout for those advertisers who do not use the services of an advertising agency or lack their own advertising facilities

- Assist small businesses in planning advertising campaigns

- Provide media data to advertisers such as the newspaper's circulation, readership profile, publication frequency and geographical coverage

- Offer the publication's rate cards to advertisers for different types of advertisements

- Prepare bills and collect payments from advertisers

- Work with the editorial team to develop special features with the ultimate aim of attracting advertisers

6.4.3 PRODUCTION DEPARTMENT

The Production Department is tasked with the printing of the newspaper. The department is composed of specialists and technicians who operate and maintain the printing presses, image scanners, photo engraving machines, typesetters and other machinery.

6.4.4 CIRCULATION DEPARTMENT

Circulation of a newspaper refers to the number of copies sold and paid for on an average day. In India, the circulation audits of newspapers and magazines are provided by the Audit Bureau of Circulations (ABC) of India. Circulation along with readership is one of the principal determinants used by newspaper organisations to set their advertising rates. Higher the newspaper's circulation, higher its advertising rate.

Some of the functions performed by the Circulation Department in a newspaper organisation include-

- Ensure that the newspaper reaches vendors within the stipulated time period for distribution among the readers

- Oversee the transportation of the publication through pre-designated routes from the printing press to news agents

- Arrange individual copy sales through newsstands, coin/cash operated newspaper dispensers and other sale outlets

- Maintain important lists pertaining to vendors, newsagents and subscribers

- Maintain billing and payment records

- Collection of money from vendors, newsagents and subscribers

- Bringing in new subscribers through advertising campaigns, e-mails, SMS, social media marketing and so on

In addition to the above mentioned four departments, newspaper organisations may also has some additional departments like Administrative Department, Accounting Department, Personnel Department, Stores Department, IT Department, Legal Department, Public Relations Department and so on.

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ASSESS YOUR PROGRESS

1. Draw the hierarchical structure of a newspaper organisation taking example of an existing newspaper. _____ _____

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6.5 SUMMING UP

The hierarchy and organisational structure of newspapers varies from publication to publication. While the Editorial Department is the heart and soul of a newspaper organisation, the Chief Editor is the one who leads the editorial team in the smooth running of the publication. The Advertising and the Circulation Departments are in charge of generating revenue for the publication, while the Production Department is responsible for the printing of the publication. Depending on the size, circulation, periodicity and publication time of the newspaper, some newspaper organisations have several other departments to oversee its day-to-day functioning.

6.6 QUESTIONS

1) Discuss the hierarchy in a newspaper organisation.

2) Explain the organisational structure of a newspaper and elaborate on the functions of the various departments in a newspaper organisation.

3) Discuss some of the roles and responsibilities of the Chief Editor in a newspaper organisation.

4) What are the different bureaus that exist within a newspaper organisation?

5) Write down the different sources of advertising revenue in a newspaper organisation.

6.7 REFERENCES AND RECOMMENDED READINGS

Aggarwal, V. and Gupta, V.S. (2002). *Handbook of Journalism and Mass Communication*, Concept Publishing Company

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UNIT - 7: EMERGING REVENUE PATTERNS FOR PRINT MEDIA

UNIT STRUCTURE

7.1 Introduction

7.2 Objectives

7.3 Emerging marketing strategies

7.4 FDI in print media

7.5 Summing up

7.6 Questions

7.7 References and Recommended readings

7.1. INTRODUCTION

This unit will introduce you to the emerging marketing strategies for print media you will also get to know about the FDI in print. FDI stands for Foreign Direct Investment. Indian media scenario has changed after the Liberalisation, Privatisation and Globalisation Policy (LPG policy) 1991. After introduction of this policy, Indian economy opened its door to foreign investments and as a result of which increasing market competition changed the strategies adopted by different market players. This unit will give you an understanding of the changing trends in the print media market in India.

7.2 OBJECTIVES

A thorough study of this unit will enable you -

- To discuss the emerging marketing strategies for print media
- To write about the Foreign Direct Investment (FDI) in print media.

7.3 EMERGING MARKETING STRATEGIES FOR PRINT MEDIA

Marketing is the undertaking of arrangement and accomplishing the growth, expansion, evolution, pricing, promotion and dispensation of products and services to the selected consumer or clients. Utilizing this quality and excellence everybody in the corporation, firm or company is eventually engaged in marketing in some manner, not just the 'marketing department'.

Marketing aim firm or a company centre adores a laser beam on client and consumer requirement and desire. They forecast demand. They expand demand through advertising and promotion. Then they assure that demand.

Few of the printing industry firm or a company, bearing an entire marketing department may be too expensive and inappropriate to sustain in itself. One alternative in these situations is engaging a professional marketing consultant to assure that the product or the article encounter the buyer's demand the means it should.

Given below are the recommendations to secure acquiring the most out of a marketing consultant:

- **Begin with a comprehensible aim:** Do not grip things backwards. Clarifying what one want from him or her is important. Retain in mind that nobody perceive your firm or organization's lifestyle, the culture or the history as extensively as you do. Contribute all the certainty as possible so that he consultant own further to effort with.

- **Avoid dangling the consultant:** The marketing consultant you are engaging is a technical professional; she or he utilizes special appliances to resolve the trouble or the issue you realize cordially from regular trading of business. If you extract time to effort cooperatively, you will perceive a preferable outcome

than if the consultant is left stressful or exhausting to decide each thing of her own.

When stretching out to the clients or the consumers, many organizations outline what service or the product is, describe their products more desirable, and then describe to the clients why should they purchase or acquire it. This is the way how presentation is created by the sales people. The exclusive time the clients is forever focused and fascinated is when you notify the customers how the commodity or the item will enhance and help their life.

Market research approaches in order to realize and perceive what the customers desire and like or else it will not be possible to underline and spotlight the good and advantages of the product or the services. What you actually require or want to observe and discover is the first tread in researching market. Are you taking into consideration entering in a new market ? The sort of information you are following will impact the kind of research you desire to do.

The Marketing Plan:

The prime marketing plans consistently centre on the clients or the customers, exclusively for print-shops. Thus accordingly the plan should be efficient to discourse particular and determined questions:

- ➢ What does the client and the customers actually require?
- ➢ Where do they desire to purchase it?
- ➢ How do they like to purchase it?
- ➢ How ample are they ready to pay?

Print media advertising is a form of advertising that utilizes corporal printed media, like the newspapers and the magazines, to extend customers, business consumers and probability. Advertisers also utilize digital media,

such as banners ads, mobile advertising and advertising social media to outstretch the similar selected audiences.

While developing the dimensions of a potent market strategy they will achieve the best business results, there are five easy steps that will add new sales and bottom-line profits to your company. These steps can be used to focus your marketing plans and provide for a measurable success.

As business own to initiate advanced technologies and structure to bridge customers and purchaser, marketing strategy for print have change and developed over the years. Accompanied by the increase in digital marketing strategy, print media persist to be a productive, potent and effectively used form of marketing and conveyance. Given below are six should haves for a successful print marketing strategy and to enhance print media strategy:

Realize Your Target Audience

For a business which is regarding to interface and converse successfully with the clients and the consumers via print marketing, the message requires to be administered to the proper people so one need to know the target audiences. If the target audiences is not realized it's time to examine your present customer stand. By executing this one to know more about their response, flavor, desire, liking, place, and so forth, permitting to obtain a considerable perception into those who have obtain or brought the product. Comprehending the target audience tin to be time absorbing yet it is most certainly worth the expenditure.

Associate with the Audience

Day-to-day hundreds of advertisements are open up to the average people, whether they are in the appearance of print media or digital media. Yet the actual question is how many people remember these advertisements? As a business, one might realize the selected audiences in and out if the advertisements are too complex and tricky to perceive, then you might not

associate with the audiences as expected. Colour, language and the design all these are engaged as an essential and fundamental part in communicating to the attention of the selected audiences and displaying yours brand.

Be Comprehensive With the Message:

The third principal feature of marketing strategy for print media is the message itself. The prime description of conveyance is easy and effortless communication. Consistently attempt to produce and generate a message that is small and relevant yet it is responsive and meaningful as well. Coca Cola and Apple are skillful at generating simple but eye-catching advertisements that permit customers to bridge with then on a considerable amount and most frequently on an emotional level.

Select the Right Location

Day-to-day advertisements are delivered to the public, yet it goes unseen despite of their powerful message and the design. Advertisement in the print media can simply go unseen if they are not displayed in the correct location. Some companies advertise their services via billboards, posters, mailers etc yet these strategies only work if they are administered and aimed regarding the selected audiences in high traffic areas and certainly if they resound with the audience. In order to split the message to the selected audiences it is necessary to place the print material where they are supposed to be notice.

Select the Right Time

Timing can be everything from advancing goods and commodity throughout definite seasons, to advertising at confirmed time of the day. It all depends on when your print material will be spotted or perceived by the selected audiences. If you are uncertain of when to deliver print material, attempt advertising products and services during definite months of the year or even days of the week. Resting on the reaction and follow up this

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will grant you an aim of when your audiences are intent and attentive in knowing more about your company.

Learn from your Mistakes

The final pace in generating and making a prosperous print marketing campaign strategy is to learn from the earlier mistakes. Each successful campaign need trial and error, so do not be frightened of non-success as it will stipulate lead areas in which you want to enhance.

7.4 FDI IN PRINT MEDIA

FDI stands for Foreign Direct Investment. Foreign direct investment (FDI) is an investment made by a company, organization, corporation or an individual in one country into business engrossment situated in another country. FDI is acknowledged as strong motor for economic development and extension. FDI not only serve the long-term financial engrossment of foreign investors, it also plays an outstanding part in the growing dynamics of the host countries.

There are two route of FDI in India:

- ➢ **Automatic Route**: Literally for numerous sections authorization is not needed for foreign investment, investors only require to notify the RBI. In this route 100% FDI is allowed.
- ➢ **Government Route:** Still, there are many sections which are confined in terms of the amount of investment and authorization. That is why for those sections which are totally not open for the foreign investment acceptance of Foreign Investment Promotion Board is needed.

Advantages of Foreign Direct Investment
- ➢ Economic Development Stimulation
- ➢ Easy International Trade
- ➢ Employment and Economic Improvement
- ➢ Enlargement of Human Capital Resources
- ➢ Tax Inducement

- ➢ Resource Shifting
- ➢ Lessen Disparity Between Revenues and Costs
- ➢ Expand Productivity

Foreign Direct Investment in Indian Print Media:

In the segment of print media in India, the allowed FDI Caps is 26% which most probably is to be increased up to 49% in the coming years, created through the government agreement way. Government permits foreign investment in sector such as newspapers printing, and publishing scientific magazines with definite conditions and FDI caps.

The government declared a rise in the FDI limitation of news and current affairs channels, DTH and cable operators. The government declared that foreign investment will be moderated in fifteen (15) sectors. While FDI has been permitted in DTH and cable Networks, the foreign investment in the uplinking of current affairs TV channels and news has been increased to 49% from the prevailing 26%.

Previously the FDI plan and policy allowed for foreign direct investment was 26% in the publishing of newspapers and periodicals. The government had taken into consideration a proposal to raise Foreign Direct Investment (FDI) limitation in print media section to 49% from the prevailing 26%.

Primarily and predominantly connected with the distribution and the printing of news and the current affairs principally through newspapers and magazines, the print media is essentially harmonious and interdependent to the overall media in each country globally counting India. Yet in the present time the competitiveness of the print media with the digital media has extreme and potent in most of the countries around the globe.

In India, the print media is still performing as a powerful flow, despite the forever growing importance and acceptance of the digital media, mostly because of the determined and repeatedly developing and growing

immensity of advertising revenues to this print media sector, mainly from the newspaper section. In the present time, the magnitude of the Indian print media industry is about INR 250 billion, and was extremely probably anticipated to grow with CAGR of around 9% to outstretch the extent of about INR375 billion by the year 2018, as per the current estimate launched by FICCI-CPMG. Also in the Indian print media, the majority segment of newspaper are issued in Hindi, the others being issued in English and regional (vernacular) languages such as Malayalam, Telugu, Tamil, Marathi etc. Also, the demand for regional print media is slowly advancing at a speedy pace than that of English language print media in regions all across the country.

Extremely productive foreign direct investment in print media of India can be created beneath the following eminent classifications by NRIs, PIOs, FIIs, and additional foreign investors, in authoritarian and direct compliance of the rules and the regulations of Foreign Investment Promotion Board (FIPB), the Ministry of Information and Broadcasting and further pertinent bodies:

- Publications of newspapers, magazines, periodicals etc, which dispense with news and current affairs. Permitted percentage of equity/FDI Caps is 26%.
- Publishing the Indian editors of the foreign magazines covering news and current affairs. The allowable percentage of equity/FDI Caps is 26% at the present time.
- Printing/publication of scientific and technical magazines, specially journals, periodicals etc. The permissible FDI Caps is 100% through government route.
- Publication of the facsimile edition of foreign newspapers. The allowable FDI Cap in this case is also 100%. Here it must be noted that, FDI in this class should be created by the authentic owner of the foreign newspapers, through registering an organization or an institution under the Indian Companies Act of 2013.

7.5 SUMMING UP

FDI in print media is a quality progress as far as the complete industry is apprehensive as it would reinforce the whole media ecosystem, and allow organizations and firm to more desirable serve the readers. Foreign Investment would aid to upgrade and boost the country's balance of payment situation and boost the value of rupees against other worldwide currencies.

7.6 QUESTIONS

1. Discuss the issues and the challenges of emerging marketing strategies in media.
2. Should the FDI in media be increased or decreased from the prevailing 26%?
3. FDI in print media in India. Discuss.

7.7 REFERENCES AND RECOMMENDED READINGS

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UNIT 8: BROADCAST MANAGEMENT

UNIT STRUCTURE

8.1 Introduction

8.2 Objectives

8.3 Organisational Structure of Television, Radio & FM Radio

      8.3.1 News Department

      8.3.2 Programming Department

      8.3.3 Engineering Department

      8.3.4 Sales & Advertising Department

8.4 Factors which influence Programming in Broadcast Media

      8.4.1 Audience

      8.4.2 Broadcaster

      8.4.3 Advertiser

      8.4.4 Regulator

8.5 Programming Strategies in Broadcast Media

      8.5.1 Cross Programming

      8.5.2 Counter Programming

      8.5.3 Stacking

      8.5.4 Hammocking

      8.5.5 Tentpoling

      8.5.6 Hotswitching

      8.5.7 Bridging

      8.5.8 Theming

      8.5.9 Marathons

      8.5.10 Stunting

8.6 Audience Research

      8.6.1 Key Components of Audience Research

      8.6.2 Measures employed in Broadcast Media for Audience Research

8.7 Summing Up

8.8 Questions

8.9 References and Recommended Readings

8.1 INTRODUCTION

We have already discussed the importance of having a well-defined organisational structure in Unit 3. The organisational structure of and hierarchy in print media has been elaborated in Unit 6. Therefore, the focus of this unit will be on the organisational structure of electronic media.

8.2 OBJECTIVES

By the end of this unit you will be able to -

- Describe Organisational structure of Television, Radio and FM Radio

- Explain the hierarchy in the different media

- State the factors which influence programming in broadcast media

- Write the programming strategies in broadcast media

- Explain the components of audience research

- Describe the audience research measures in broadcast media

8.3 ORGANISATIONAL STRUCTURE OF TELEVISION, RADIO & FM RADIO

The organisational structure of electronic media i.e. television and radio is more or less similar. In this unit, we have borrowed the organisational structure of television and radio from media expert and retired Professor of Journalism, Dr. James Glen Stovall. According to Dr. Stovall, a television/radio station is generally organised into five departments-

1. News

2. Programming/Operations

3. Engineering

4. Sales & Advertising

5. Business Administration

8.3.1 NEWS DEPARTMENT

The News Department in a television/radio station, also called Newsroom, is equivalent to the Editorial Department in a newspaper. It is primarily responsible for content creation, journalism-related activities and broadcasting-related operations. It is where the submitted news stories are thoroughly assessed and then rejected or selected. The selected stories are then written down in the proper format, checked for errors, edited and finally put together for broadcast. It is also the responsibility of the Newsroom to ensure that the programming of the station complies with the constitutional laws while simultaneously adhering to the journalistic principles.

The hierarchal structure of a Newsroom varies from one television/radio station to the other depending on the size of the media outlet. In his book *Journalism- Who, What, When, Where, Why and How*, Dr. Stovall has given a general hierarchal structure of the Newsroom in a television station. It comprises of the following functionaries (from senior to junior)-

- News Director

- Producers

- Assistant Producers

- Anchors

- Assignment Editors

- Reporters

- Writers

- Videographers

- Sports Editors/Anchors

- Meteorologists

Some television Newsrooms may also include functionaries like audio engineers, lighting and sound technicians, archive/library staff, and graphics designers etc.

The hierarchal structure of a radio station, according to Dr. Stovall, comprises of 3 categories of functionaries (from senior to junior)-

- News Director

- Reporters

- Technicians

8.3.2 PROGRAMMING DEPARTMENT

The Programming Department creates, organises and maintains the schedule of the programmes broadcast by the station. In a television station, the Programming Department is also responsible for liaising with providers i.e. satellite, telecommunication and cable companies to carry the station's programming. Besides making deals with major television networks for obtaining exclusive broadcasting rights for shows and programmes, the department also liaisons with corporations and government departments, ministries and bodies for creating public service announcements and public-affairs programmes.

As per the hierarchal structure formulated by Dr. Stovall, the Programming Department in a television station is headed by the Programme Manager. The functionaries working under him/her include (from senior to junior)-

- Production Manager

- Talent

- Studio Crew

In a radio station, the Operation Manager heads the Programming Department and supervises two sets of functionaries-

- Talent

- Traffic Manager

8.3.3 ENGINEERING DEPARTMENT

The Engineering Department takes care of all broadcasting-related technical and physical aspects. The department has to make sure that all the

technical aspects of the station are in compliance with the standards set by the regulation authority. It looks after the transmission of programmes, shows, live broadcasts and advertisements. It also monitors the transmission of the audio-video signals, record incoming feeds from satellites, and whenever necessary, broadcasts emergency announcements.

In Dr. Stovall's hierarchal structure for a television station, the Chief Engineer heads the Engineering Department and supervises the following functionaries (from senior to junior)-

- Transmitter Manager

- Remote Manager

- Maintenance Manager

- Engineers

The Engineering Department in a radio station comprises of the following functionaries (from senior to junior)-

- Chief Engineer

- Transmitter Manager

- Maintenance Manager

- Engineers

8.3.4 SALES & ADVERTISING DEPARTMENT

As the name suggest, the Sales & Advertising Department liaisons with advertisers for selling on-air time for advertising. Following the finalisation of advertising deals with clients, the department coordinates with the Newsroom to ensure that the advertisements are aired as scheduled. The department also has to ensure that there are no advertising schedule conflicts. In some stations, the Sales & Advertising Department also writes ad copies for clients who do not have an in-house advertising department or who do not avail the services of an advertising agency.

Dr. Stovall's hierarchal structure places the Sales Manager at the head of the Sales & Advertising Department in a television station. The other functionaries under the Sales Manager include (from senior to junior)-

- Local Sales Manager

- National Sales Manager

- Account Executives

- Traffic Manager

A radio station's Sales & Advertising Department includes the following functionaries (from senior to junior)-

- Sales Manager

- Account Executives

- Promotion Manager

8.3.5 BUSINESS ADMINISTRATION DEPARTMENT

The Business Administration Department oversees the day-to-day functioning of a television/radio station. In consultation with the other departments, the Business Administration Department frames the station's budget as well as oversees its financial transactions. It allocates funds to each department. The department also handles human resource-related functions for the station. It handles recruitment, salary payments, insurance, membership/subscription fees, taxes, government-imposed fees and so on.

The hierarch structure of the Business Administration Department in a television station, as per Dr. Stovall's organisational structure, includes the following functionaries (from senior to junior)-

- Business Manager

- Personnel Manager

- Accounting

- Building Maintenance

In the case of a radio station, the Business Administration Department is headed by a Business Manager who leads the following functionaries-

- Accounting

- Building Maintenance

FM radio follows a similar organisational pattern as television and radio. However, the major difference lies in the fact that private FM radio stations do not have a News Department. There only have four out of the five above mentioned departments in this section i.e.-

- Programming/Operations

- Engineering

- Sales & Advertising

- Business Administration

ASSESS YOUR PROGRESS

1. Take a case study each from television, radio and FM radio and discuss its organisational structure and hierarchy.

   _____
   _____
   _____

8.4 FACTORS WHICH INFLUENCE PROGRAMMING IN BROADCAST MEDIA

Programming in broadcast media is determined by four factors-

1. Audience

2. Broadcaster

3. Advertiser

4. Regulator

8.4.1 AUDIENCE

The audience seeks to see/hear programme content that satisfies their needs for education, information or purely entertainment at any particular point of time. They are the primary drivers of advertising. Just as the readership and circulation of a newspaper determines its advertising potential, it is the viewership of broadcast media that makes or breaks its advertising potential. As discussed in Unit 6, more advertising equals to higher revenue generation for media.

8.4.2 BROADCASTER

The broadcaster is responsible for selecting and scheduling the programming in order to attract the target audience of the medium. His primary job responsibility is to operate the medium profitably by bringing in more audience and thereby attracting more advertisers.

8.4.3 ADVERTISER

Advertisers deliberately seek out those programmes which have a large viewership so that more potential customers can be exposed to the advertising message.

8.4.4 REGULATOR

In India, each mass medium has its own regulatory authority- the *Press Council of India* (Print Media), the *Telecommunications Regulatory Authority of India (TRAI)* (Telecommunications), the *Central Board for Film Certification (CBFC)* (motion pictures) and the *Advertising Standards Council of India (ASCI)* (Advertising). Broadcast media, on the contrary, does not have any regulatory body but operates under the AIR Code and the Cable Television Networks (Regulation) Act, 1995. Therefore, it is largely self-regulatory. However, the Ministry of Information of Information and Broadcasting does step up from time to time to regulate the content of electronic media.

8.5 PROGRAMMING STRATEGIES IN BROADCAST MEDIA

This section discusses some programming strategies employed by electronic media to boost its programme ratings and increase the size of its audience.

8.5.1 CROSS PROGRAMMING

In cross programming two different shows become interconnected in such a way that the storyline of one programme continues into another programme. This is achieved by one character in the parent show breaking away from the show and joining the cast of another show. Example- the character of Morgan leaving the ABC apocalyptic show *The Walking Dead* and joining another ABC show *Fear the Walking* Dead, set in the same universe as the former show, with a completely different set of characters.

Another cross programming strategy may be giving a popular character in the parent show his/her own spin-off show. Example- the character of Joey Tribbiani in the popular 90s sitcom *Friends* starring in his spin-off show *Joey* after the former show came to an end. Yet another example is the *Arrowverse Crossover* which featured multiple characters from numerous series' *Flash*, *DC's Legends of Tomorrow*, *Arrow*, *Supergirl*, *Vixen* and *Freedom Fighters: The Ray* in the same universe.

8.5.2 COUNTER PROGRAMMING

In Counter Programming, a station takes its competition head on by broadcasting a particular programme at the same time slot as a popular programme in a rival station in order to attract a larger audience size by offering them a viable alternative. However, it should be noted that the content or genre of the programme broadcast in the station will be in contrast to the rival station's programme.

For instance- the station may broadcast a thriller to compete against its rival broadcasting a super-hero movie at the same time. This increases the stations chances of drawing away a section of its rival's audience who may

not like super-hero movies and therefore may opt to watch the thriller instead.

8.5.3 STACKING

Also called Block Programming, stacking refers to the back-to-back broadcasting of programmes having a similar demographic appeal in order to retain the station's viewership. For instance consecutive broadcasting of sitcoms in order to retain viewers who enjoy watching situational comedies.

8.5.4 HAMMOCKING

In Hammocking, a new programme yet to garner up a viewership/listenership or a weak/less popular programme with a relatively less viewership/listenership is broadcast between two popular programmes. The idea behind hammocking is to help the new/less popular programme catch up and become popular in its own right.

8.5.5 TENTPOLING

Somewhat similar to hammocking, Tentpoling schedules two new/less popular programmes between a popular one banking on the latter's audience appeal to boot the ratings of the former.

8.5.6 HOTSWITCHING

Hotswitching involves back-to-back broadcasting of two programmes without any commercial break between the end of one programme and the beginning of another. This is done to immediately hook the audience to the next programme without giving them the opportunity to switch channels.

8.5.7 BRIDGING

Bridging occurs when a programme is intentionally extended beyond its own normal end time or the end time of programmes on other channels in

order to discourage the audience from switching to another channel to watch the already in-progress programme being broadcast in the latter.

8.5.8 THEMING

As evident from the name itself, Theming involves the broadcast of programmes adhering to a similar theme during a particular period of time. For instance- a cooking show in a food channel may dedicate a week or a month to the preparation of Indian food.

8.5.9 MARATHONS

Often during holiday periods or weekends, a channel may broadcast back-to-back reruns of popular programmes in order to bring in the loyal fan base of the show.

8.5.10 STUNTING

Stunting refers to the use of programming or plot gimmicks by shows to get a sudden but heavy boost in their ratings. Many television series employ this technique by leaving a cliff-hanger in their season finale episode. This creates hype for the upcoming season while simultaneously boosting ratings for the present season. Many shows also feature special celebrity guest appearances as a stunting technique. Sometimes networks broadcast reunion shows which bring together the cast of a once popular show for a special feature/programme.

8.6 AUDIENCE RESEARCH

Audience research is an integral component of electronic media broadcasting. Broadcasters require continuous audience research in order to create content that is at par with the preferences and expectations of the audience. Their goal is to increase their viewership and simultaneously attract advertising. Advertisers, on the other hand, are reliant on audience research to determine the viewership and popularity of programmes and

accordingly buy advertising space to garner maximum publicity for their products and services.

8.6.1 KEY COMPONENTS OF AUDIENCE RESEARCH

This section will discuss some key components that are taken into consideration for the audience research and measurement in broadcast media.

Reach

Also called coverage, Kent (1994) has defined reach as the proportion of the total number of unduplicated individuals/households reached by a particular medium (television/radio programme) or communication message (news report, advertisement). For the measurement of reach, the entire potential audience (called universe or population) of the concerned mass medium is taken into consideration. For instance- the universe/population of a particular television channel in Assam would be every household in the state which has at least one television set.

Frequency

In the context of electronic media programming, frequency refers to the number of times an individual viewer/listener has watched/listened to a particular programme within a particular period of time. Along with reach, frequency is one of the major yardsticks determining the selling and buying of advertising time in electronic media.

Share

Share of audience refers to the percentage of radio/television sets tuned to a particular radio station/television channel during a particular time slot[5].

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[5] BusinessDictionary Web Site. Retrieved from http://www.businessdictionary.com/definition/share-of-audience.html

Audience share statistics is generally used to determine the popularity of a particular programme or a particular channel/station.

The formula for calculation audience share is as follows-

Radio/television rating x 100 ÷ Number of radio/television sets

Ratings

According to Blumenthal and Goodenough (2006), audience rating is the percentage of total number of households in a particular area that have television/radio sets and were tuned to a particular programme. Audience rating is one of the important determinants of the popularity of a programme and thereby its advertising potential. It also determined the pay, compensation, promotion or demotion of the performers, producers and other executives associated with the concerned programme.

ASSESS YOUR PROGRESS

1. Discuss the significance of conducting audience research in electronic media.

   _____
   _____
   _____

8.6.2 MEASURES EMPLOYED IN BROADCAST MEDIA FOR AUDIENCE RESEARCH

This section will elaborate on some measures and instruments used for audience research and measurement.

Diaries

A self-reporting method of audience measurement, diaries are self-completed and self-maintained by individual audience members over a particular period of time. Diaries are generally used for measuring frequency. In some instances, another individual (example- parent) in the household may be asked to maintain a diary for the concerned audience member (example- child).

Audience Meters

One of the first electronic devices used to measure radio listening habits in households was the Neilson Audimeter. Gradually this technology was expanded to measure television viewership. Audience meters are recording devices attached to all the television sets in a household that automatically record all viewing activities and transmit the recorded data via a telephone line or cable to the concerned media outlet, station or network.

Today audience meters have become even more sophisticated. Known as people meters, they can now track and transmit television viewing activities in real time for each individual member in a household. People meters have special buttons assigned for each individual member. All the concerned member has to do is press their pre-assigned button while switching on the television to record their viewership data. However, a major disadvantage of the people meter is the fact that the mere switching on of the television does not necessarily imply that the concerned audience member is paying attention to the broadcasted content or even watching the programme at all. They may simply switch on the television set and engross themselves in their mobile phones or even engage in other household activities with the television merely running in the background.

Audience Panels

Audience panels comprise of members of the audience who are asked to give regular feedback and reaction on pre-selected programmes or networks. Generally audience panels are voluntary in nature to remove the possibility of biasedness through self-selection.

Other instruments used in audience research and measurement include self-completion postal questionnaires, on-air questionnaires, personal interviews, in-depth interviews, surveys, focus groups/group discussions, participant observation and so on.

8.7 SUMMING UP

As discussed in this unit, the organisational structure of different types of electronic media is somewhat similar. Just as in the case of print media, having a well-defined organisational and hierarchal structure helps the electronic media outlet to operate efficiently and effectively. Conducting audience research enables the mass media outlet to determine the content preference and viewing/listening habits of its audience while simultaneously enlightening advertisers about the advertising potential of a particular programme.

8.8 QUESTIONS

6) Discuss the organisational structure of electronic media.

7) Trace the hierarchal structure of the different departments in electronic media.

8) What functions do the different departments in an electronic media outlet perform?

9) Explain the factors which influence programming in electronic media.

10) Discuss some programming strategies used in electronic media.

11) What are the key components of audience research?

12) Discuss some measures used for conducting audience research in electronic media.

8.9 REFERENCES AND RECOMMENDED READINGS

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