

Media Management

1. Definition of Management

Different people defined management with different definitions, due to the diversity & complexity of a manager's job.

* Schoderbek, Cosier and Alpin defined it as: *"A process of achieving organizational goals through others."*

* Pringle, Jennings and Longnecker defined it as: *"Management is the process of acquiring & combining human, financial, informational & physical resources to attain the organization's primary goal of producing a product or service desired by some segment of the society."*

* Mondy, Holmes and Flippo expand those and underline the importance of people as well as materials and defined management as: *"The process of planning, organizing, influencing and controlling to accomplish the organizational goals through the coordinated use of human & material sources."*

2. Newspaper Personnel

The circulation of a newspaper determines how its different departments are organized. These are of course, as many variations of these newspaper organizations forms as there are readers in and outside the country. However, to make some generalization about the newspaper personnel, the designations and job description of those who own, collect news, write, edit, compose and print a newspaper is possible. e.g: Publisher or Proprietor, Editor in Chief, Editor, Managing Editor, General Manager, Resident Editor, News Editor, City Editor, Chief Reporter, Advertising Manager, Circulation Manager, Press Manager, Account Manager and all those personnel who assist them as other staff members.

The number of persons required to publish a newspapers depends, to some extent, upon whether

However, these days advanced computer systems available in certain newspaper offices have reduced the demand for certain type of staff/

3. Economics of Newspaper

The main source of income for newspaper is advertisements, which they publish regularly. Most of the advertisements published in newspapers come from federal, provincial and local government departments. Advertisements constitute backbone of the newspaper industry. They play an important in bringing the prices of newspapers to a moderate level. The distribution of these advertisements on behalf of the government is mostly done through **information/ publicity departments** while the other institutions of private sector send their advertisements direct to the newspaper offices.

The key to the economic problems confronting newspapers lies with the government. The economic problems become great obstacle in the way of journalistic freedom. Besides advertisements, newspapers in Pakistan have to face the problems of newsprint, import duty, printing material, circulation, distribution, means of communication, means of getting news etc.

4. National Press Institutions (Associations)

There are four main bodies of National Press Institutions. Council of Pakistan Newspapers Editors (CPNE), it relates to the activities, rights, functions and duties of Editors. It has a splinter group called, Newspapers Editors Council of Pakistan (NECP). Nawa-e-Waqt group and Dawn Group of Editors are included in NECP. They also have their own society parallel to (APNS) which has been named as Pakistan Newspapers and Periodical Organization (PNPO). The second institution is the Pakistan Federal Union of Journalists (PFUJ). The last one is the Pakistan Press Council (PPC), that regulates the affairs of the press and prescribes particular rules and regulations. /

5. Bureaucratic Management

Max Weber (1864-1920), a German Sociologist, designed the kind of structure that would enable an organization to perform at the highest efficiency. He called the result a, *bureaucracy* and listed several elements for it's success.

- * Division of Labor
- * A clearly defined hierarchy of authority
- * Selection of members on the basis of their technical qualifications
- * Promotion based on seniority or achievement
- * Strict and Systematic discipline and control
- * Separation of ownership and management

It is unfortunate that contemporary society associates the word bureaucracy with incompetence and inefficiency. While it is true that bureaucracy can become mired in rigid rules and procedures. Weber's ideas have proved useful to many large companies that need a rational organizational system to function effectively, and they have earned him a honor of being called

the "Father of Organizational Theory."

Contributors to the classical school of management concerned themselves with efforts to make employees and organizations more productive. Their work revealed several of their assumptions about the nature of human beings, among them the notion that workers are motivated mostly by money and require a clear picture of their job responsibilities and close supervision if work is to be accomplished satisfactorily.

6. Management Functions

The **General Manager (GM)**, is responsible to the station's owner for coordinating human & physical resources in such a way that the station's objectives are accomplished. The **GM** is responsible and accountable for every aspect of the station & it's operation. The **GM** carries out 4 major function.

* **PLANNING**

* **ORGANIZING**

* **INFLUENCING/DIRECTING**

* **CONTROLLING**

* **PLANNING**

The planning involves the determination of the station's objectives & the plans or strategies by which those objectives could be achieved. Through planning process, objectives could be defined. They could be placed in three categories:

* **Economic**

* **Services**

* **Personal**

* **Economic**: Objectives related to the financial position of the station& focusing over the revenues, expenditure and the profit.

* **Services**: Programming about what will appeal to the audiences & be responsive to their interests & needs; the contribution of the station to the community.

* **Personal**: Objectives of individuals employed to the station.

A major purpose of objective setting is to permit the coordination of departmental & individual activity with the station's objective.

* All objectives must be attainable, measureable, set against deadline and controllable.

* Once agreement on objectives has been reached, plans and strategies are developed to meet them. Planning gives directions for the future.

Planning can not anticipate or control events. However, it has many benefits since it:

1. Compels the **GM** to think & prepare for future.
2. Provides a framework for decision making
3. Encourages team effort

4. Permits approach to the problem solving
5. Provides a climate for individuals career development & job satisfaction.

*** ORGANIZING**

Organizing is the process whereby human & physical resources are arranged in a formal structure & responsibilities are assigned to specific units positions and personnel.

In a typical broadcast station, organizing involves the division of work into specialties & the grouping of employees with specialized responsibility. The following departments are found mostly in commercial broadcast stations.

1. Sales Department: Sells the time to the advertisers for getting their commercial broadcasted on-air, whether a radio station or a TV station. Many stations sub-divide them into Local/Regional Sales & National Sales Department.

2. Program Department: This department plans, schedules and monitor programs under the direct of the Program Manager. Department also provides relevant content for the station's Website.

3. Promotion & Marketing Department: This department functions on the promotion of both sales and program department. They seek and attract the audiences as well as advertisers.

4. News Department: The information function is kept separate from the entertainment function and is supervised by a news director. The department is responsible for regularly scheduled newscasts, news, sports specials, documentary and public affair programs.

5. Production Department: This department is run by a production director or creative director and is charged with writing and producing commercials. Sometimes, a support from technical support personnel is also required. A production manager supervises the department's activities.

6. Engineering Department: A chief engineer or technical manager heads this department. It selects, operates, maintains studio, control room and transmitting equipment and often keeps a check over the station's computers.

7. Business Department: The business department carries out a variety of tasks necessary to the functioning of the station as a business. They include secretarial, billing, book-keeping, payroll and in many stations, personnel responsibilities

*** Traffic:** Traffic often is carried out by a sub-department of the sales department, called traffic department and is headed by traffic manager. The function includes the daily scheduling of the program log of all content to be aired by the station, the compilation of an availability sheet to be given to the advertisers, and monitoring all the advertisements going on-air in a day.

*** Continuity:** Continuity is concerned chiefly with writing of commercial copy and in many stations, constitutes a sub-department within the sales department. The continuity director supervises its work and reports to the sales manager.

*** INFLUENCING OR DIRECTING**

The Influencing or directing function centers in the stimulations to employees to carry out their responsibilities with enthusiasm & effectiveness. It involves:

1. Motivation: The GM should make sure that he keeps on motivating and encouraging his teams and make sure that their needs are being satisfied. The GM should make sure that he provides his team with a friendly environment, safe and healthy working conditions, friendly

colleagues, competent and fair supervision.

2. **Communication:** The GM should and must communicate to his team and employees with the information they need and want. They need information on what is expected from them. This downward flow of communication is important, but it must be accompanied by management's willingness to listen to and understand employees.

3. **Training:** Most employees are selected because they possess the background and skills necessary to carry out specific responsibilities. However, they must be given a training about the usage of new equipment or the application of new procedures.

4. **Personal Influence:** Stimulating the employees to produce their best efforts requires that the GM and others in managerial or supervisory positions command respect, loyalty and cooperation. The employees should be encouraged and should be told about how worthy they are and be given with appreciation to get the best out of them.

* **CONTROLLING**

Through planning, the station establishes its objectives & plans for accomplishing them. The control process determines the degree to which objectives and plans are being realized by the station, departments & employees.

7. Management Roles

Management functions reflect the major responsibilities of the general manager. However, they provide little insight into the diverse and complex activities the general manager undertakes on a daily basis.

Henry Mintzberg identified 10 major roles for a GM and divided them into three categories.

1. Interpersonal Roles
2. Informational Roles
3. Decisional Roles

1. Interpersonal Roles

* **Figurehead:** The manager carries out duties of a legal or ceremonial nature. He represents the station at community events for example.

* **Leader:** Establishing the workplace atmosphere and guiding and motivating employees.

* **Liaison:** The GM is the liaison between the station's owners and its employees.

2. Informational Roles

* **Monitor:** Information permits the manager to understand what is happening in the department and its environment.

* **Disseminator:** The manager distributes external information to members of the organization and internal information from one subordinate to another.

* **Spokesperson:** In this role, The GM speaks on behalf of the organization.

3. Decisional Roles

* **Entrepreneur:** The GM is the initiator and designer of controlled change.

* **Disturbance Handler:** In this role, The manager deals with involuntary situations and change

that is partially beyond their control.

* **Resource Allocator:** The manager determines the priorities for the expenditure of money and employee effort.

* **Negotiator:** The manager represents the organization in negotiating activity. Working out a contract with a program supplier or union would place the GM in his role.)

8. Management Skills

To carry out their job and roles effectively, Managers are required to have some skills. Robert L. Katz defined these skills into three types:

1. Technical
2. Human
3. Conceptual

1. **Technical Skills:** The GM should have knowledge of:

- * The objectives of the station's owner
- * Management and Management functions of Planning, Organizing, Influencing & Controlling
- * Business practices, especially sales & marketing, budgeting, cost controls and public relations.
- * Competing Media, the sources and the amount of revenues
- * Broadcasting and allied professions, including advertising agencies, station representative companies, programs and news services
- * The station, departmental activities and personnel
- * Broadcast laws, rules & regulations and other applicable laws and ethics
- * Knowledge about contracts.

2. **Human:**

- * The ability to work with people and build a cooperative environment
- * Should have the capability of influencing the other employees by motivating them, creating job satisfaction, encouraging loyalty and mutual respect
- * Encouraging the different teams of different departments to be combined together for a successful team effort

3. **Conceptual:** The ability to see the whole enterprise as a whole and the dependence of one part on another. Giving equal importance and appreciation to all the departments. To these skills, the manager should add desirable personnel qualities. They include:

- * **Foresight:** The ability to anticipate events and make appropriate preparations
- * **Wisdom:** In choosing among alternative courses of action and courage in carrying out the selected action
- * **Flexibility:** The Manager should be adaptive to changes.
- * **Honesty & Integrity:** In dealings with employees and person outside the station
- * **Responsiveness and Responsibility:** To the station's owners, employees and advertisers.

Apart from having all these skills, the manager must be responsive and must have an exemplary behavior for other employees to follow.

THE LABOR FORCE

The number of people available for work, and their skills, have a direct influence on the success of all business, including broadcasting. The station's ability to hire and retain qualified and productive employees is a major determinant of the station's performance.)

LABOR UNIONS

The GM of a station in which personnel are represented by one or more unions is required to abide by the terms of a union contract governing, among other items, wages and fringe benefits, job jurisdiction and working conditions with better health and living facilities being provided to the labor force. The GM must be attentive to the way the employees are being treated, not only for reasons of morale or competitiveness, but to guard against the threat of unionization.

THE PUBLIC

To generate advertising revenue, the station must attract an audience for its programming. Accordingly, the public is a major force in program decision making. Organized public, also known as citizen or pressure groups, attempt to influence decisions on a wide range of actions.

ADVERTISERS

The financial fate of commercial broadcast stations rests on their appeal to advertisers. Attracting audiences sought by advertisers and enabling advertisers to reach them at an acceptable cost are major factors in program and sales decisions.

ECONOMIC ACTIVITY

The state of the local and national economy determines the amount of money people have to spend on advertised products and their spending priorities. When the economy is sluggish, business pay more attention than usual to their advertising expenditures and maybe tempted to reduce, thereby posing a challenge for broadcast stations and other advertiser-supported media.

THE BROADCAST INDUSTRY

Standards of professional performance and content are set forth in a station's policy book and employee handbook. Individual employees subscribe to industrywide standards formulated for broadcast organizations or associations in which they hold membership.

SOCIAL FACTORS

Since broadcast stations must be responsive to the interests of their communities, social factors play an important role in program decisions. Stations must analyze, interpret and respond to trends in the size and composition of the local population, employment practice, income and spending habits.

TECHNOLOGY

Advances in technology resulted in the emergence of radio and television broadcasting and continue to play a major part in station practices. Today, the GM experiences and must respond to, the influence of new broadcast technologies, s well as those technologies that provide alternative means of accessing entertainment and information content.

MANAGEMENT DEFINED

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If you were to ask a group of people what management means, chances are that each would offer a different definition. That is not surprising, given the diversity and complexity of a manager's responsibilities.

Schoderbek, Cosier, and Aplin define it as "a process of achieving organizational goals through others."³ Resource acquisition and coordination are emphasized by Pringle, Jennings, and Longenecker: "Management is the process of acquiring and combining human, financial, informational, and physical resources to attain the organization's primary goal of producing a product or service desired by some segment of society."⁴ Others view it from the perspective of the functions that managers perform. For example, Carlisle speaks of "directing, coordinating, and influencing the operation of an organization so as to obtain desired results and enhance total performance."⁵

Mondy, Holmes, and Flipppo expand those functions and underline the importance of people, as well as materials: "Management may be defined as the process of planning, organizing, influencing, and controlling to accomplish organizational goals through the coordinated use of human and material resources."⁶ That is the definition that will be used in this book.

EVOLUTION OF MANAGEMENT THOUGHT

It is tempting to think of management as a comparatively modern practice, necessitated by the emergence of large business organizations. However, as early as 6000 B.C., groups of people were organized to engage in undertakings of giant proportions. The Egyptians built huge pyramids. The Hebrews carried out an exodus from Egyptian bondage. The Romans constructed roads and aqueducts, and the Chinese built a 1500-mile wall. It is difficult to believe that any of these tasks could have been accomplished without the application of many of today's management techniques.

To understand current management concepts and practices requires familiarity with the evolution of management thought. It traces its start to the dawn of the twentieth century, when the foundations of what later would be called *broadcasting* were being laid. Just as broadcasting has evolved, so has systematic analysis of management. The dominant traits of different managerial approaches have been identified and grouped into so-called schools. The first was the classical school of management.

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It is often assumed that management is concentrated at the top of an organization. In reality, anyone who directs the efforts of others in the attainment of goals is a manager. In most companies, including broadcast stations, managers are found at three levels:

- ✓ Lower: Managers at this level closely supervise the routine work of employees under their charge and are accountable to the next level of management. A radio station local sales manager who reports to the general sales manager is an example. So is a television control room supervisor who answers to the production manager.
- ✓ Middle: Managers who are responsible for carrying out particular activities in furtherance of the overall goals of the company are in this category. In broadcast stations, the heads of the sales, program, news, promotion and marketing, production, engineering, and business departments are middle managers.
- ✓ Top: Managers who coordinate the company's activities and provide the overall direction for the accomplishment of its goals operate at this level. The general manager of a broadcast station is a top manager.

Even though the contents of the remainder of this chapter apply in varying degrees to all three levels, the focus will be on the top level, that occupied by the general manager.

✓ MANAGEMENT FUNCTIONS

The general manager (GM) is responsible to the station's owners for coordinating human and physical resources in such a way that the station's objectives are accomplished. Accordingly, the GM is concerned with, and accountable for, every aspect of the station and its operation. In discharging the management responsibility, the GM carries out four basic functions: planning, organizing, influencing or directing, and controlling.

PLANNING

Planning involves the determination of the station's objectives and the plans or strategies by which those objectives are to be accomplished. Through the planning process, many objectives may be identified. Usually, they can be placed in one of the following categories:

Economic: Objectives related to the financial position of the station and focusing on revenues, expenses, and profits.

Service: Programming that will appeal to audiences and be responsive to their interests and needs; the contribution of the station to the life of the community.

Personal: Objectives of individuals employed by the station.

A major purpose of objective-setting is to permit the coordination of departmental and individual activity with the station's objectives. Once the station's objectives have been formulated, those of the different departments and employees within those departments can be developed. Individual objectives must contribute to the accomplishment of departmental objectives. In turn, they must be compatible with those of other departments and of the station. In addition, all objectives must be attainable, measurable, set against deadlines, and controllable.

Once agreement on objectives has been reached, plans or strategies are developed to meet them. Planning provides directions for the future. However, it does not require the abandonment of plans that contribute to the achievement of the station's current objectives and that are likely to be instrumental in enabling the station to accomplish its future objectives.

Planning cannot anticipate or control events. However, it has many benefits since it

- compels the GM to think about and prepare for the future
- provides a framework for decision making
- permits an orderly approach to problem solving
- encourages team effort
- provides a climate for individual career development and job satisfaction

ORGANIZING

Organizing is the process whereby human and physical resources are arranged in a formal structure and responsibilities are assigned to specific units, positions, and personnel. It permits the concentration and coordination of activities and management control of efforts to attain the station's objectives.

In the typical broadcast station, organizing involves the division of work into specialties and the grouping of employees with specialized responsibilities into departments. The following departments are found most frequently in commercial broadcast stations.

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Sales Department

The sale of time to advertisers is the principal source of revenue for commercial radio and television stations and is the responsibility of a sales department, headed by a sales manager. Many stations subdivide the department into national sales and local/regional sales. Sales to national advertisers are entrusted to the national sales manager and the station's sales representative company, or station rep. Local and regional sales are the responsibility of the station's salespersons, typically called account executives.

Program Department

Under the direction of a program manager or director, the program department plans, selects, schedules, and monitors programs. The department also provides relevant content for the station's Web site.

Promotion and Marketing Department

This function involves both program and sales promotion. The former seeks to attract and maintain audiences, while the latter is aimed at attracting advertisers. Both functions may be the responsibility of a promotion and marketing department. Some stations assign program promotion to the program department and sales promotion to the sales department.

News Department

In many stations, the information function is kept separate from the entertainment function and is supervised by a news director. The department is responsible for regularly scheduled newscasts, news and sports specials, documentary and public affairs programs, and for Web site news content.

Production Department

In radio, this department is headed by a production director or creative director and is charged with writing and producing commercials. Commercial production is a responsibility of its television counterpart. In many TV stations, the department also includes technical support personnel for newscast production and for master control operations. A production manager supervises the department's activities.

Engineering Department

A chief engineer or technical manager heads this department. It selects, operates, and maintains studio, control room, and transmitting equipment, and often oversees the station's computers. Engineering staff are also responsible for technical monitoring in accordance with the requirements of the FCC. In some stations, studio production personnel are located in the department.

Business Department

The business department carries out a variety of tasks necessary to the functioning of the station as a business. They include secretarial, billing, bookkeeping, payroll and, in many stations, personnel responsibilities.

Broadcast stations engage in other functions, which may be assigned to separate departments or subdepartments, or may be included in the duties of departments already identified. The following additional functions are among the most common:

Traffic

Traffic often is carried out by a subdepartment of the sales department. It is called the traffic department and is headed by a traffic manager. The function includes the daily scheduling on a program log of all content to be aired by the station, the compilation of an availabilities sheet showing times available for purchase by advertisers, and the monitoring of all advertising content to ensure compliance with commercial contracts.

Continuity

Continuity is concerned chiefly with the writing of commercial copy and, in many stations, constitutes a subdepartment within the sales department. The continuity director supervises its work and reports to the sales manager. In stations where the writing of program material and public service announcements is included, the continuity director may answer to the heads of both the sales and program departments.

The general manager's success in organizing rests heavily on the selection of employees. Of particular importance is the selection of department heads, to whom the GM delegates responsibility for the conduct and accomplishments of the various departments.

The GM also must strive to ensure that the organizational structure enables the station to meet its objectives, and that problems arising from overlapping or nonexistent responsibility are corrected. The structure is influenced by many factors. They include the number of employees, the size of the market, and the preferences of the GM. As a result, there is no "typical" organization. Figure 1.4 contains an example of the structure of a medium-market television station. Figure 1.5 reflects the organization of three commonly owned radio stations in a market of similar size.

CONTROLLING

Through planning, the station establishes its objectives and plans for accomplishing them. The control process determines the degree to which objectives and plans are being realized by the station, departments, and employees.

- Periodic evaluation of individuals and departments allows the general manager to compare actual performance to planned performance. If the two do not coincide, corrective action may be necessary.

To be effective, controlling must be based on measurable performance. The size and composition of the station's audience can be measured through ratings. If the audience attracted to the station or to certain programs does not match projections, the control process permits the recognition of that fact and leads to discussions about possible solutions. The result may be a change in the plan, such as a revision downward of expectations, or actions to try to attain the original objectives.

Similarly, sales revenues can be measured. An analysis may reveal that projected revenues were unrealistic and that an adjustment is necessary. On the other hand, if the projections are realizable, discussions may lead to a decision to hire additional account executives, make changes in the rate card, or adjust commission levels.

The costs of operation are measurable too. They are discussed in Chapter 2, "Financial Management," along with methods of controlling them.

MANAGEMENT ROLES

Management functions reflect the major responsibilities of the general manager. However, they provide little insight into the diverse and complex activi-

ties the general manager undertakes on a daily basis.

Henry Mintzberg found that managerial activity is characterized by brevity, variety, and fragmentation.¹⁹ Managers spend short periods of time attending to different tasks and are interrupted frequently before a specific task is accomplished. Writing memoranda, reading and writing letters, faxes, and email messages, receiving and making telephone calls, attending meetings, and visiting employees and persons outside the organization are examples of activities that consume a great deal of a manager's time and energy. There are others as well.

Mintzberg identified ten roles and grouped them in three categories: (1) interpersonal, (2) informational, and (3) decisional.²⁰

INTERPERSONAL ROLES

As the symbolic head of the organization, the manager serves as a

Figurehead: The manager carries out duties of a legal or ceremonial nature. For the broadcast station general manager, this role is discharged through the signing of documents for submission to the FCC and by representing the station at community events, for instance.

Leader: Establishing the workplace atmosphere and guiding and motivating employees are examples of ways in which the general manager carries out the leadership role.

Liaison: The general manager is the liaison between the station's owners and its employees. Dealings with peers and other individuals and groups outside the station link the organization with the environment. Accordingly, the GM's relationships with other general managers, program suppliers, and community groups reflect this role.

INFORMATIONAL ROLES

The manager is the organization's "nerve center" and, as such, seeks and receives a large volume of internal and external information, both oral and written. In these roles, the manager acts as a

Monitor: Information permits the manager to understand what is happening in the organization and its environment. Receipt of the latest sales report or threats of a demonstration to protest the planned airing of a program enable the GM to exercise this role.

Disseminator: The manager distributes external information to members of the organization and internal information from one subordinate to another.

Spokesperson: In this role, the manager speaks on behalf of the organization. An example would be a news conference at which the GM reveals plans for a new broadcast facility.

DECISIONAL ROLES

These roles grow out of the manager's responsibility for the organization's strategy-making process and involve the manager as

Entrepreneur: The manager is the initiator and designer of controlled change. For example, the GM of a TV station may set in motion procedures aimed at attaining first place in local news ratings.

Disturbance handler: In this role, managers deal with involuntary situations and change that is partially beyond their control. An example would be resolving a dispute between the program manager and the sales manager on the advisability of carrying a particular program.

Resource allocator: The manager determines priorities for the expenditure of money and employee effort.

Negotiator: The manager represents the organization in negotiating activity. Working out a contract with a program supplier or union would place the GM in this role.

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INFLUENCES ON MANAGEMENT

The degree to which the general manager possesses and uses the skills described will play an important part in determining the station's fortunes. But there are other forces that contribute to the GM's decisions and actions and that influence the effectiveness with which the management responsibility is discharged. The most significant influences are described in this section.

THE LICENSEE

Ultimate responsibility for the operation of a radio or television station rests with the licensee, the person or persons who have made a financial investment in the enterprise and enjoy an ownership interest. Like all investors, they expect that they will reap annual profits from the station's operation and that the financial worth of their investment will increase in time. As a result, the general manager must seek to satisfy their expectations and weigh the financial impact of all actions.

THE COMPETITION

Radio and television stations compete against each other and against other media in the market for advertising dollars. That translates into competition for audiences. A station gains audience from, or loses audience to, other stations, and few significant management actions will pass without producing a reaction among competitors. Similarly, many of the general manager's actions will be influenced by those of competing stations.

THE GOVERNMENT

As detailed in Chapter 7, "Broadcast Regulations," the federal government is a major force in broadcast station operation. It exerts its influence through its three branches—executive, legislative, and judicial—and through independent regulatory agencies, chiefly the Federal Communications Commission.

Executive Branch Broadcast stations are affected by the actions of several executive branch departments, notably the Executive Office of the President, the Department of Justice, the Food and Drug Administration (FDA), and the National Telecommunications and Information Administration (NTIA).

EXECUTIVE OFFICE OF THE PRESIDENT The President influences broadcast policy and regulation in numerous ways. He can recommend legislation; he nominates members for, and appoints the chairperson of, regulatory agencies whose policies, rules, and regulations apply to radio and television stations; and he can exert influence through the annual federal budget process.

DEPARTMENT OF JUSTICE This department prosecutes violators of the Communications Act and of rules and regulations applicable to broadcast station operation. The department's antitrust division is concerned with station ownership and may take action when it believes that ownership or other circumstances are resulting in a restraint of trade.

FOOD AND DRUG ADMINISTRATION A division of the Department of Health and Human Services, the FDA regulates mislabeling and misbranding of advertised products.

NATIONAL TELECOMMUNICATIONS AND INFORMATION ADMINISTRATION Part of the Department of Commerce, the NTIA advises the President on telecommunications policy issues.

Legislative Branch The House of Representatives and the Senate enact broadcast legislation and approve the budgets of the regulatory agencies. In addition, the Senate has the power of approval of presidential nominees for regulatory agencies. Both the Senate and the House may influence broadcast policy and regulation through congressional hearings on issues of controversy or concern.

Judicial Branch Federal courts try cases against violators of laws, rules, and regulations; and hear appeals against decisions and orders handed down by regulatory agencies.

Regulatory Agencies Federal regulatory agencies operate like a fourth branch of government and enjoy executive, legislative, and judicial powers. The agency with the greatest influence on broadcast operations is the FCC, whose role is described later. The commission regulates radio and television stations in accordance with the terms of the Communications Act of 1934, as amended. For the general manager, its most significant and awesome power is that of renewing or revoking the station's license to operate.

Other regulatory agencies that influence the broadcast media are the Federal Trade Commission (FTC), which polices unfair trade practices and false or deceptive advertising, and the Federal Aviation Administration (FAA), whose concerns include the placement and maintenance of broadcast towers.

Broadcasters are engaged in interstate commerce and, for the most part, are subject to federal authority. However, state and local governments may also have an impact on stations through laws on matters such as business incorporation, taxes, advertising practices, individual rights, and zoning and safety ordinances.

THE LABOR FORCE

The number of people available for work, and their skills, have a direct influence on the success of all businesses, including broadcasting. The station's ability to hire and retain qualified and productive employees is a major determinant of the station's performance.

LABOR UNIONS

The general manager of a station in which personnel are represented by one or more unions is required to abide by the terms of a union contract governing, among other items, wages and fringe benefits, job jurisdiction, and working conditions (for details, refer to Chapter 3, "Human Resource Management"). In nonunionized stations, the general manager must be

attentive to the treatment of employees, not only for reasons of morale or competitiveness, but to guard against the threat of unionization.

THE PUBLIC

To generate advertising revenue, the station must attract an audience for its programming. Accordingly, as noted in Chapter 4, "Broadcast Programming," the public is a major force in program decision making. Organized publics, also known as citizen or pressure groups, attempt to influence decisions on a wide range of actions. Among the causes undertaken by different groups have been improvement in employment opportunities for minorities, the elimination of violent and sexual content, and the promotion of programming for children.

ADVERTISERS

The financial fate of commercial broadcast stations rests on their appeal to advertisers. Attracting audiences sought by advertisers and enabling advertisers to reach them at an acceptable cost are major factors in program and sales decisions.

ECONOMIC ACTIVITY

The state of the local and national economy determines the amount of money people have to spend on advertised products and their spending priorities. When the economy is sluggish, businesses pay more attention than usual to their advertising expenditures and may be tempted to reduce them, thereby posing a challenge for broadcast stations and other advertiser-supported media.

THE BROADCAST INDUSTRY

Standards of professional performance and content are set forth in a station's policy book or employee handbook. Individual employees subscribe to industrywide standards formulated by broadcast organizations or associations in which they hold membership. The National Association of Broadcasters (NAB) in 2004 announced plans for a task force on "responsible programming" that would consider adoption of an industry code of conduct.

SOCIAL FACTORS

Since broadcast stations must be responsive to the interests of their communities, social factors play an important role in program decisions. Stations must analyze, interpret, and respond to trends in the size and composition of the local population, employment practices, income, and spending habits.

TECHNOLOGY

Advances in technology resulted in the emergence of radio and television broadcasting and continue to play a major part in station practices. Today, the general manager experiences, and must respond to, the influence of new broadcast technologies, as well as those technologies that provide alternative means of accessing entertainment and information content.

LABOUR LAWS

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The Constitution of Pakistan contains a range of provisions with regards to labour rights found in Part II: Fundamental Rights and Principles of Policy.

- **Article 11** of the Constitution prohibits all forms of slavery, forced labour and child labour;
- **Article 17** provides for a fundamental right to exercise the freedom of association and the right to form unions;
- **Article 18** proscribes the right of its citizens to enter upon any lawful profession or occupation and to conduct any lawful trade or business;
- **Article 25** lays down the right to equality before the law and prohibition of discrimination on the grounds of sex alone;
- **Article 37(e)** makes provision for securing just and humane conditions of work, ensuring that children and women are not employed in vocations unsuited to their age or sex, and for maternity benefits for women in employment.

Labour Legislation

Pakistan's labour laws trace their origination to legislation inherited from India at the time of partition of the Indo-Pak subcontinent. The laws have evolved through a continuous process of trial and error to meet the socio-economic conditions, state of industrial development, population and labour force explosion, growth of trade unions, level of literacy, Government's commitment to development and social welfare. To meet the above named objectives, the government of the Islamic Republic of Pakistan has introduced a number of labour policies, since its independence to mirror the shifts in governance from martial law to democratic governance.

Under the Constitution labour is regarded as a 'concurrent subject', which means that it is the responsibility of both the Federal and Provincial Governments. However, for the sake of uniformity, laws are enacted by the Federal Government, stipulating that Provincial Governments may make rules and regulations of their own according to the conditions prevailing in or for the specific requirements of the Provinces. The total labour force of Pakistan is comprised of approximately 37.15 million people, with 47% within the agriculture sector, 10.50% in the manufacturing & mining sector and remaining 42.50% in various other professions.

*** Paid Leave**

As provided in the Factories Act, 1934, every worker who has completed a period of twelve months continuous service in a factory shall be allowed, during the subsequent period of twelve months, holidays for a period of fourteen consecutive days. If a worker fails in any one such period of twelve months to take the whole of the holidays allowed to him or her, any holidays not taken by him or her shall be added to the holidays allotted to him or her in the succeeding period of twelve months. A worker shall be deemed to have completed a period of twelve months continuous service in a factory notwithstanding any interruption in service during those twelve months brought about by sickness, accident or authorized leave not exceeding ninety days in the aggregate for all three, or by a lock-out, or by a strike which is not an illegal strike, or by intermittent periods of involuntary unemployment not exceeding thirty days in the aggregate; and authorized leave shall be deemed not to include any weekly holiday allowed under section 35 which occurs at beginning or end of an interruption brought about by the leave.

*** Maternity Leave and Maternity Protection**

While article 37 of the Constitution makes reference to maternity benefits for women in employment, there are two central enactments, one federal and the other provincial providing maternity benefits to women employed in certain occupations. The Maternity Benefit Ordinance, 1958 stipulates that upon the completion of four months employment or qualifying period, a worker may have up to six weeks prenatal and postnatal leave during which she is paid a salary drawn on the basis of her last pay. The Ordinance is applicable to all industrial and commercial establishments employing women excluding the tribal areas. It also places restrictions on the dismissal of the woman during her maternity leave. Similarly, the Mines Maternity Benefit Act, 1941 is applicable to women employed in the mines in Pakistan.

Trade Union and Employers Association Regulation

Freedom of association

The right to association is guaranteed by Article 17 of the Pakistani Constitution imparting on every citizen the right to form associations or unions, subject to any reasonable restrictions imposed by law in the interest of sovereignty or integrity of Pakistan, public order or morality. Under Article 3 of the IRO 2002, workers as well as employers in any establishment or industry have the right to

establish and to join associations of their own choosing, subject to respect of the law. Both workers' and employers' organizations have the right to establish and join federations and confederations and any such organization, federation or confederation shall have the right to affiliate with international organizations and confederations of workers' and employers' organizations.

Registration of trade unions

Registration of a trade union is to be made under the Industrial Relations Ordinance. Workers' trade unions are registered with the Registrar Trade Unions in the Province, and if the industry or establishment is nationwide with the National Industrial Relations Commission, after fulfilling a number of requirements, listed in Article 6 of the IRO 2002. Through its registration, the trade union obtains certain benefits: registration confers a legal existence as an entity separate from its members. Trade unions in Pakistan generally function on plant-wide basis, with their membership contingent on the size of the industry/trade to which they belong. Once established, the trade unions and employers' associations have the right to draw up their constitutions and rules, to elect their representatives in full freedom, to organize their administration and activities and to formulate their programmes.

2. SUMMARY OF THE MAJOR TOPICS

2.1 PRINT MEDIA OWNERSHIP IN PAKISTAN

For a person just entering upon a newspaper career, the purchase of a newspaper is a much more treacherous proposition than for an experienced publisher. In the beginning he/she has to determine how much money he/she has to invest in the newspaper.

After partition due to financial constraints, print media was not so developed in Pakistan. After that many Urdu, English and other languages newspapers began to be published from different parts of the country. Regarding ownership, the person who is not a citizen of Pakistan shall not own or hold any interest in any newspaper printed or published in a province except with the previous approval of the government, and no such person shall, in any case, own or hold more than twenty-five per cent of the entire proprietary interest of any such newspaper, whether in the form of shares or by way of sole ownership or otherwise. There are different types of ownership in newspaper organizations.

In Pakistan one group of newspapers was being run by the National Press Trust. The newspapers under this group are now privatised. The second big group of newspapers is known as the Pakistan Herald Publications Ltd, the third group is known as Jang Publications Ltd, the fourth is Nida-i-Millat Publications. This group is publishing Daily Nawa-i-Waqt, The Nation, weekly, Family and Phool. (N.P.T.)

The other newspapers are small businesses but they are generally managed by joint stock companies or private limited companies while some others are financed by political parties.

2.2 ECONOMICS OF NEWSPAPER

The main source of income for newspapers is advertisements which they publish regularly. Most of the advertisements published in newspapers emanate from federal, provincial and local government departments. Advertisements constitute backbone of the newspaper industry. They play an important role in bringing the prices of newspapers to a moderate level. The distribution of these advertisements on behalf of the government is mostly done through Information/Publicity departments while the other institutions of private sector send their advertisements direct to the newspaper offices.

The key to the economic problems confronting newspapers lies with the government. The economic problems become a great obstacle in the way of journalistic freedom. Besides advertisements, newspapers in Pakistan have to face the problems of newsprint, import duty, printing material, circulation, distribution, means of communication, means of getting news etc.

2.3 NEWSPAPER PERSONNEL

The circulation of a newspaper determines how its different departments are organized. There are, of course, almost as many variations of these newspapers organizations forms as there are readers in and outside the country. However, to make some generalization about the newspaper personnel, the designations and job description of those who, own, collect news, write, edit, compose and print a newspaper is possible, e.g. Publisher or proprietor, Editor in Chief, Editor, Managing Editor, General Manager, Resident Editor, News Editor, City Editor, Chief Reporter, Advertising Manager, Circulation Manager, Press Manager, Accounts Manager and all these personnel who assist them as other staff members. The number of persons required to publish a newspaper depends, to some extent, upon whether it is individually owned and operated or is working under a partnership or a corporation. However, these days advanced computer systems available in certain newspaper offices have reduced the demand for certain type of staff.

2.4 CIRCULATION M.M

Circulation is the lifeblood of a newspaper. Without it a newspaper would get no advertisements which is the backbone of a newspaper organisation. And without advertisements a newspaper cannot survive. To perform its important duties like selling, delivering and collecting effectively, the circulation division of a newspaper organization is split into several units. Circulation means the number of copies of a newspaper or periodical sold. With a work force of solicitors, carriers, supervisors, collectors and other assistants the circulation manager sells and delivers the paper and collects its proceeds.

No department of a newspaper runs more risk of getting off balance in its work flow than the circulation department. To increase the circulation and to deliver the paper to far flung areas, necessary research work is conducted and then advanced methods of increasing the circulation are introduced.

2.5 ADMINISTRATION ✓ M. Mangar

In a properly functioning newspaper, many independent operations must be coordinated by a strong administration. The administrative unit is made up of the owners and executives whose duty is to establish and direct consistent and uniform policies. The administration department exercises authority over all other departments of the newspaper. Editor-in-Chief, Chief Executive or administrative manager are directly responsible for administration, and they exercise full control over the news side and the business side. One of the important responsibilities of the administration is to see that efficiency is maintained and that each department understands the close relationship it has with all the other departments. It ensures the cooperation and coordination between business, editorial, news, circulation, press and other departments.

→ The nature and structure of administration differs in different types of ownership, patterns.

2.6 ADVERTISING

Advertising is the printed, audio, video or pictured representation of a person, product, service or movement openly sponsored by the advertiser at his expense for the purpose of influencing, sales, use and votes etc.

Advertising is a business that feeds advertising agencies, newspapers, radio and television and contributes a lot in providing finances to news media. Advertisers convey their message to the masses through purchasing time in electronic media and space in print media and thus provide them a bulk of revenue.

Newspaper advertising, a popular avenue for consumer approach, is influential in economical living, business growth and community progress. There is convincing evidence that advertising can lead to lower prices, greater profits, reduced selling costs and increased turnover. In newspapers generally there are display and classified types of advertisements.

2.7 NATIONAL PRESS INSTITUTIONS (ASSOCIATIONS)

There are four main bodies of national Press Institutions. First of all there is the Council of Pakistan Newspapers Editors (CPNE). It relates to the activities, rights, functions and duties of editors. It has splinter group called Newspapers Editors Council of Pakistan (NECP). Nawa-e-Waqt group and Dawn group of editors are included in NECP. They also have their own society parallel to APNS which has been named as Pakistan Newspapers and Periodicals Organization (PNPO). The second institution is the Pakistan Federal Union of Journalists (PFUJ). The last one is the Pakistan Press Council (PPC) that regulates the affairs of the press and prescribes particular rules and regulations.)

2.1 PROBLEMS OF JOURNALISM IN DEVELOPING COUNTRIES

In developing countries, journalism plays a vital role. It serves as the central nervous system of the state. Since a democracy cannot succeed without the support of people, media network allows the public and their representatives to interact on a rapid, responsive and representative basis. Journalism in developing countries participate in every political, economic, religious and cultural aspect of society. Journalism serves the society in information, persuasion, guidance, entertainment and analysing spheres through its electronic and print media. While performing these functions and practices, media face different problems. The problems at times lead to paralysing of journalistic activities. Generally speaking six social factors influence the development and practices of journalism in developing countries. These factors are (1) Physical and Geographical Characteristics, (2) Technological Competencies (3) Cultural Traits (4) Economic Conditions (5) Political Philosophies (6) Qualities of Media. In addition to these factors the government policies, Acts, ordinances, press advice etc. influence practising journalism directly and indirectly.

2.2 NEW TRENDS IN JOURNALISM

The future of journalism seems to be full of a chain of changes. Study and research on the future of journalism is growing. Its pace of development is comparatively very rapid. New trends are rapidly progressing in modern journalism. Computer is undoubtedly, the most important development in the media of journalism. Changes in paper, printing processes and technology are being introduced in a big way. Satellites have become indispensable for the technological revolution in journalism. Wired broadcasting may bring about the biggest change in journalism techniques. Changes in electronic technology will continue to change the broadcast media, particularly the development of microprocessors. Laser fibre optics are bringing about virtually unlimited journalistic capabilities for point to point transmission. Besides this personalized communication for special information is the growing need of the present era, the services of more specialists are required to provide more and more information concerning narrower fields of expertise and to provide personalized and specialized information on a mass basis. News gathering, facts finding and dissemination of information techniques have led to rapid, accurate, up to date flow of information. In this way the importance of journalism has also increased. The change in the placement and arrangement of facts in news items and the making of page resulted in the increased ratio of newspaper reading.

2.3 NEW INFORMATION ORDER (NIO)

The development of information technologies is a basis for a new revolution within the informatics revolution. It is bringing about greater changes in economic and social life.

The media of the capitalist West and that of the US in particular have

dominated the globe. But a large and increasingly vocal part of the third world does not want to be dominated by them. These countries have been growing increasingly ^{restive} about the domination of media from the West. As U.S media especially, have grown massive and popular, much of the third world has come to worry about the American media invasion as exploitation and imperialism. The developed media is exporting their ideas, values and traditions and the news material of their own interest to the developing nations. The exportation of such material has led to great acculturation in these countries. The problem was raised in the UNO. UNESCO has sponsored several conferences in an effort to find out some solution. One result of these conferences had been the call for a "New World Information Order" that would supposedly help protect the communication integrity of every nation in the world.

2.4 FREE FLOW OF INFORMATION

The "Free Flow of Information" is a concept linked to the basic human right of freedom of speech and opinion. Every one has the right to freedom of opinion and expression. This right includes freedom to hold opinion without interference and to see, receive and impart information and ideas through any medium regardless of any frontiers. This principle has been difficult to practice due to certain obstacles and barriers. Some of these obstacles are evident, obvious and easy to recognise. Free flow of information should be two-way, not simply in one direction. Imbalance in free flow of information seriously hinders its flow. Viewed in this context, the one-way flow of information is "a reflection of the world's dominant political, economic, social and cultural structures which tend to reinforce the dependence of poorer countries on the richer. As a result, cultural domination by the one way flow of print and broadcast media products and technological domination become the outputs of free flow of information. The cultural imports from developed countries through their media have generated many concerns among recipient countries and the same pose a threat to the quality and values of indigenous culture, alienating people from their own way of life. The Western cultural tastes are admired by many people in less developed countries. They can become adopted norms of human behaviour in countries exposed to them, which called cultural invasion through free flow of information.

2.5 NEWS VALUES OF THE TWO WORLDS

News is supposed to be a factual report of an event as it occurred, without any bias of the reporter or the medium. The distortion involves news values. What is regarded as news is not the same in every country of the world. Basically, a country's definition of news values relies mainly on that country's cultural perceptions. News for the developed world is largely considered a commodity to be marketed to the public. As a result, journalists take their cues from public tastes and interest. News must be immediate circulate quickly after an event, contain new and latest development some consequence, human interest, action, drama, progress or disaster etc. and represent a departure from the pattern of normal every day life. An alternate news values, widely accepted in less developed countries, holds that a

news should cover more than recent events. It should cover processes for development, changes occurring over time, present a useful model to other developing of inland projects are interesting news in Third World countries. These are not sensational events. They adopt the traditional values of news i.e. proximity, prominence, timeliness, human interest, action, drama, progress, disaster, consequence etc, and try to maintain the objectivity in news reporting and dissemination.

2.1

DEFINITION OF ETHICS

Ethics mean the moral principles which determine the rightness or wrongness of particular acts or activities. As such an ethical code is usually self imposed principles to be adhered to and followed strictly in order to foster and protect one's rights and privileges for mutual interests. Journalists have great difficulty in defining in particular contexts what is ethical and what is not. However, the recurring ethical problems are gifts, free trips by news sources, conflicts of interests, etc. Several national and international press institutions have produced code of ethics for working journalists. As a journalist has to mirror the society, therefore he/she is supposed to observe the prescribed code of ethics while performing his/her professional duties.

2.2

FREEDOM OF MEDIA

Freedom of media is regarded as an inalienable right of people in a free society. It carries with it the freedom and responsibility to discuss, question, and challenge actions and utterances of government, public and private institutions. Journalists uphold the right to speak unpopular opinions and the privilege to agree with the majority. Freedom of media belongs to the people. It must be defended against encroachment or assault from any quarter, public or private. Journalists must be constantly alert to see that the public business is conducted in public. They must be vigilant against all who would exploit the media for self interests.

2.3

RESPONSIBILITY OF MEDIA

Media serve many important responsibilities, for the society ^{AF} such as social, economic, educational, religious, cultural, etc. Many people think that media play a vital role in making democracy work. Media can render the day to day lives of the people better; it can entertain them. To be more specific, the major responsibilities of media are: to give a daily account of what is happening in the world; to serve as a watchdog on government; to inform citizens so that they can participate in decision making activities; to provide practical information for day to day living, to provide adult education and to provide entertainment, etc.

Newspapers continue to occupy a unique place in journalism, ^{T-} despite the popularity of radio and television news.

All media either it is electronic or print, are performing their responsibilities for general masses efficiently.

2.4

SOCIAL VALUES AND MEDIA

Mass media generally have an interesting nature. They are first a commercial product, as such they have the ethical responsibility of being only what they represent

themselves to be. But they also have the nature of a social product and as such have the moral obligation of accepting the responsibility that comes with such a significant role. Mass media are the greatest social force in all parts of the world. In fact it is mass media which stress reliability, honesty and impartiality in the handling of ideas, issues and values.

✓ Mass media provide a safeguard to local social values against the foreign media socio-cultural imperialism. ✓ Mass media have the great responsibility to encourage and promote local socio-cultural values.

2.5 RIGHT TO KNOW

The social responsibility theory suggests that publishers have moral responsibilities to the society. The theory argues that "freedom carries concomitant obligations; and the press, which enjoys a privileged position must discharge these obligations. A key idea growing out of social responsibility theory is the concept of the public's "right to know", which strengthens the idea that a newspaper is a public service. The journalists are claiming the existence of a public right to know and are using this phrase to justify obtaining information from government. Reporters should know about legal limitations to pre-trial and trial coverage. There is often a conflict between the defendant's right to a fair trial and the public's right to know about trials and criminal activity.

3. KEY TERMS

- Ethical and unethical situations, code of ethics of different institutions.
- Freedom, meaning and use, code of ethics regarding freedom of media, advantages and disadvantages of freedom of media.
- Functions of press, purposes of journalism, social, economic and cultural role of media.
- Socio-cultural media imperialism.
- Social responsibility theory, free press, Fair trial, shield Laws.

2.3 FUNCTIONING OF A NEWS AGENCY

The basic function of a news agency is to deliver up-to-date, impartial and well written news. This requires continuous revision of stories. An additional aim is to keep intact as much of each original story as possible, so that material already set in type may be retained. The result is that a basic story will be revised many times in bits ranging from an inserted phrase to a few paragraphs. Generally, only the most timeless features and insignificant sidebars are moved in single, neat packages that "stand" for an entire transmission cycle. The stories are revised several times in order to correct errors, add the latest information and improve emphasis, readability and brightness. News agency has its own sources of news including its separate reporting section and foreign based correspondents. A separate news room performs the selection and editing process under the supervision of desk incharge and shift incharge. News agency's writers and editors usually work under time pressure. News agencies have main trunk distribution circuits running across the country.

2.4 SYNDICATE SERVICE

Syndicates are organizations independent of both the networks and the local stations. Their business is to promote and sell comics, columns, and other special features to newspapers. They also offer crossword puzzles, cartoons, editorials, games and gimmicks etc.

Syndicate differs from a news service and press association in that it offers a wide variety of material. A newspaper can buy piece by piece whatever is sold by a syndicate.

As news services proved for the centralized gathering and distribution of news and information, so syndicates serve as central agencies for the analysis and interpretation function for the media. Syndicates hire writers and commentators and market their work to the individual media. Like the news agencies services, they charge the media on the basis of circulation or size. The small, independent weekly and daily newspapers or radio and television are the most likely customers for the syndicated material.

2.5 NEWS AGENCY REPORTER'S JOB

The news agency's reporter, who goes out for collecting news, is a highly important person in the news agency. He/she is the sales person, so to speak, who brings in news business every day. In the news agency there are beat reporters who go out in search of relevant stories according to their respective beats. They cover the different events of routine as well as special nature in the city. They bring in news which is the commodity in which all news agencies deal. They submit their reports in the newsroom. Every reporter has the nose for news and works as news hound. Very often the reporter has to work out the details of his/her assignment