

MEDIA MANAGEMENT

UNIT-I

WHAT IS MEDIA?

Media is the plural form of medium, which (broadly speaking) describes any channel of communication. This can include anything from printed paper to digital data, and encompasses art, news, educational content and numerous other forms of information.

WHAT IS MANAGEMENT?

The process of dealing with or controlling things or people.

Management is doing things right. It's the discipline of planning, organizing, leading and controlling an organization. That is to say that managers have many styles and management has many types.

MEDIA MANAGEMENT

Media management is seen as a business administration discipline that identifies and describes strategic and operational phenomena and problems in the leadership of media enterprises.

Media management contains the functions strategic management, procurement management, production management, organizational management and marketing of media enterprises.

What do you mean by media management?

Media management. ... "Media Management consists of

- 1) The ability to supervise and motivate employees and
- (2) The ability to operate facilities and resources in a cost-effective (profitable) manner."

What is media organization?

Media Organization Law and Legal Definition. The term "media organization" means "a person or entity engaged in disseminating information to the general public through a newspaper, magazine, other publication, radio, television, cable television, or other medium of mass communication."

Management in media organization

The transfer of successful managerial practices from the private to the public sector is an important approach used by modern media organizations. Media management is distinctive also in ethical dilemmas that are obvious also in television organizations.

Any organized community of people (organization) needs to be constantly administered and managed, regardless of its formal structure (private or public corporation, institution, association) or its size and the socio-

political arrangement in which it operates and develops. However, most of those who have studied organizational issues from a scientific or political point of view paid most attention to the analysis and content of two primary organizational functions, that is, management and administration of organizations in concrete political and economic circumstances.

Structure of Media Organization

Generally, whether in a news agency, television or radio station, newspaper or magazine, the structure is similar and a typical day is identical in content. There are several departments in every media organization - administration, engineering, **commercial**/advertising, editorial.

Management structure

A management structure is how a company organizes its management hierarchy. In egalitarian countries, such as Sweden, companies tend to have a flatter, less hierarchical organizational structure. When Ikea, a Swedish company, opened stores in the United States, many American employees were uncomfortable with different employees all having the same title.

Management Process:

Management process is characterized by the following features:

1. Social Process:

The entire management process is regarded as a social process as the success of all organizational efforts depends upon the willing co-operation of people. Managers guide, direct, influence and control the actions of others to achieve stated goals. Even people outside the organization are influenced by the actions of managers.

2. Continuous Process:

The process of management is on-going and continuous. Managers continuously take up one or the other function. Management cycle is repeated over and over again, each managerial function is viewed as a sub-process of total management process.

3. Universal:

Management functions are universal in the sense that a manager has to perform them irrespective of the size and nature of the organization. Each manager performs the same functions regardless of his rank or position in the organization. Even in a non-business organization managerial functions are the same.

4. Iterative:

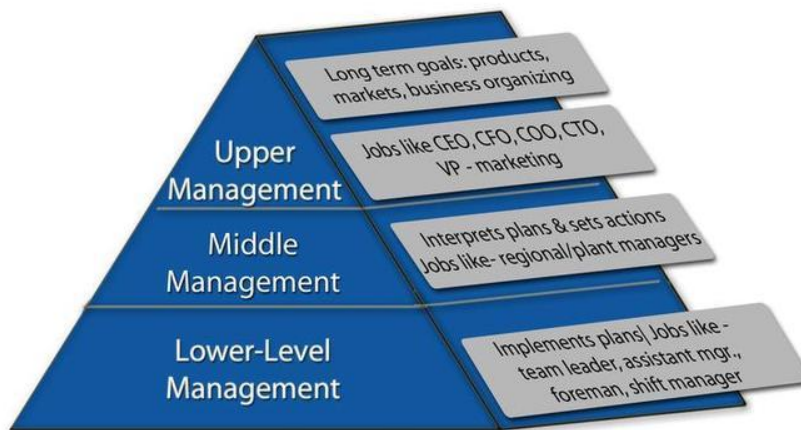
Managerial functions are contained within each other the performance of the next function does not start only when the earlier function is finished. Various functions are taken together. For example, planning, organizing, directing and controlling may occur within staffing function. Similarly, organizing may require planning, directing and controlling. So all functions can be thought of as sub-functions of each other.

5. Composite:

All managerial functions are composite and integrated. There cannot be any sequence which can be strictly followed for performing various functions. The sequential concept may be true in a newly started business where functions may follow a particular sequence but the same will not apply to a going concern. Any function may be taken up first or many functions may be taken up at the same time.

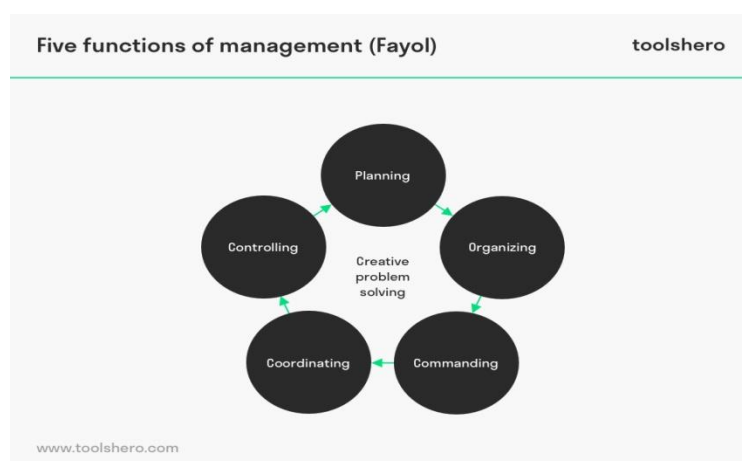
Levels of management

The three levels of management typically found in an organization are low-level management, middle-level management, and top-level management. ... Low-level managers focus on controlling and directing. They serve as role models for the employees they supervise.



Management functions roles and skills

The term “Management” refers to the performance of some functions such as planning, organizing, controlling and directing by an individual or a group of individuals in order to achieve a common goal. Management is required when we work in group. Management functions cannot be performed in isolation. Management has been defined by a number of authors. Some of which are as follows: “Management is the art of getting things done through others” “Management is the coordination.



1. Planning

Planning is looking ahead. According to Henri Fayol, drawing up a good plan of action is the hardest of the five functions of management. This requires an active participation of the entire organization. With respect to time and implementation, planning must be linked to and coordinated on different levels. Planning must take the organization's available resources and flexibility of personnel into consideration as this will guarantee continuity.

2. Organizing

An organization can only function well if it is well-organized. This means that there must be sufficient capital, staff and raw materials so that the organization can run smoothly and that it can build a good working structure. The organizational structure with a good division of functions and tasks is of crucial importance. When the number of functions increases, the organization will expand both horizontally and vertically. This requires a different type of leadership. Organizing is an important function of the five functions of management.

3. Commanding

When given orders and clear working instructions, employees will know exactly what is required of them. Return from all employees will be optimized if they are given concrete instructions with respect to the activities that must be carried out by them. Successful managers have integrity, communicate clearly and base their decisions on regular audits. They are capable of motivating a team and encouraging employees to take initiative.

4. Coordinating

When all activities are harmonized, the organization will function better. Positive influencing of employees behaviour is important in this. Coordination therefore aims at stimulating motivation and discipline within the group dynamics. This requires clear communication and good leadership. Only through positive employee behaviour management can the intended objectives be achieved.

5. Controlling

By verifying whether everything is going according to plan, the organization knows exactly whether the activities are carried out in conformity with the plan.

Control takes place in a four-step process:

1. Establish performance standards based on organizational objectives
2. Measure and report on actual performance

3. Compare results with performance and standards
4. Take corrective or preventive measures as needed

Theories of management?

- Scientific Theory by Frederick W. Taylor.
- Administrative Theory by Henri Fayol.
- Bureaucratic Theory by Max Weber.
- Human Relations Theory by Elton Mayo.
- Systems Theory by Ludwig von Bertalanffy.
- X&Y Theory by Douglas McGregor.

Scientific Theory

Scientific management is a theory of management that analyses and synthesizes workflows. Its main objective is improving economic efficiency, especially labour productivity. It was one of the earliest attempts to apply science to the engineering of processes and to management. Scientific management is sometimes known as Taylorism after its founder, Frederick Winslow Taylor.

Administrative Theory

The administrative management theory by Henri Fayol. ... This theory focuses on the organization as a whole. In his book, Henri identified five key functional areas which include; controlling, coordinating, planning, organising and directing.

Bureaucratic Theory

This is also known as the bureaucratic theory of management, bureaucratic management theory or the Max Weber theory. He believed bureaucracy was the most efficient way to set up an organisation, administration and organizations. Max Weber believed that Bureaucracy was a better than traditional structures.

Human Relations

Elton Mayo is known as the 'Father of Human Relations Movement'. The Hawthorne Experiments provided a landmark in the evolution of management thought. Many organisations initiated the measures to improve relations with the workers. ... He is rightly called the 'Founder of the Human Relations Approach' to management.

Systems Theory

Systems theory is the interdisciplinary study of systems. A system is a cohesive conglomeration of interrelated and interdependent parts that is either natural or man-made. Every system is delineated by its spatial and temporal boundaries, surrounded and influenced by its environment, described by its structure and purpose or nature and expressed in its functioning. In terms of its effects, a system can be more than the sum of its parts if it

expresses synergy or emergent behaviour. Changing one part of the system usually affects other parts and the whole system, with predictable patterns of behaviour. For systems that are self-learning and self-adapting, the positive growth and adaptation depend upon how well the system is adjusted with its environment.

X&Y Theory

The concept of Theory X and Theory Y was developed by social psychologist Douglas McGregor. It describes two contrasting sets of assumptions that managers make about their people: Theory X – people dislike work, have little ambition, and are unwilling to take responsibility.

Classical theory

The fundamental principle of the classical theory is that the economy is self-regulating. Classical economists maintain that the economy is always capable of achieving the natural level of real GDP or output, which is the level of real GDP that is obtained when the economy's resources are fully employed.

Modern Approaches to Management

Some modern approaches also played a significant role in the evolution of management theories. Such approaches are the quantitative school, the systems theory, and the contingency theory.

1. Quantitative School of Thought:

This school emerged during World War II. During the war, managers, government officials, and scientists were brought together to help the army to effectively utilize resources. These experts, using some earlier mathematical concepts advocated by F.W. Taylor and Gantt, solved many logistical problems in the war.

Subsequent to the war, such techniques were applied by many organizations to solve their business problems. This school of thought extensively utilizes statistics, optimization models, information models, and computer simulations for decision making and economic effectiveness to solve business problems. Different branches of the quantitative approach are management science, operations management, and management information systems (MIS).

2. Systems Theory:

The systems theory approach is an extension of the quantitative school of thought. This approach considers organizations as a whole because of the interdependent nature of activities that requires organizations to interact with the external environmental factors. In this competitive scenario, organizations cannot function in isolation.

They have to operate in an open system, interacting with their environment. Whether it is the issue relating to development of a new product or selection of a new employee, an organization has to decide on it as an open system because its decisions are interrelated and interdependent on the environmental situation.

3. Contingency Theory:

The contingency theory approach, another extension of the modern approach, also contributed significantly to the evolution of management thoughts. This approach discards the concept of the universality of management principles and favours taking managerial decisions after carefully considering the situational factors.

The task of a manager, according to this theory, is to identify which technique will, in a particular situation and at a particular point of time, contribute best to achieving organizational goals.

Societal and Organizational Environment

Why are organizations affected by their environments? In order to answer this question, let's look at two very different organizations: Basic Bolt Company and Terrific Technologies.

Basic Bolt Company sells bolts to large manufacturing companies as components to make large machines and engines. They face a relatively static environment with few changing environmental forces. Currently, there are no new competitors in their market, few new technologies being discovered, and little to no activity from outside groups that might influence the organization.

Opposite from this, Terrific Technologies is an internet marketing startup that faces a dynamic environment with rapidly changing regulations from the government, new competitors constantly entering the market, and constantly shifting consumer preferences.

These two companies have very different organizational environments. Organizational environments are composed of forces or institutions surrounding an organization that affect performance, operations, and resources. It includes all of the elements that exist outside of the organization's boundaries and have the potential to affect a portion or all of the organization. Examples include government regulatory agencies, competitors, customers, suppliers, and pressure from the public.

To manage the organization effectively, managers need to properly understand the environment. Scholars have divided environmental factors into two parts: internal and external environments.

UNIT-II

Production management

Production management means planning, organising, directing and controlling of production activities. Production management deals with converting raw materials into finished goods or products. It brings together the 6M's i.e. men, money, machines, materials, methods and markets to satisfy the wants of the people.

Production management also deals with decision-making regarding the quality, quantity, cost, etc., of production. It applies management principles to production.

Production management is a part of business management. It is also called "Production Function." Production management is slowly being replaced by operations management.

The main objective of production management is to produce goods and services of the right quality, right quantity, at the right time and at minimum cost. It also tries to improve the efficiency. An efficient organisation

can face competition effectively. Production management ensures full or optimum utilisation of available production capacity.

Pre-production

The first day of shooting on a movie set is never the first day that film is being produced. Days, and sometimes weeks, months, years, or—in the case of James Cameron’s “Avatar” or Terry Gilliam’s “The Man Who Killed Don Quixote”—decades can go by from the beginning of a film’s inception to when cameras just start rolling.

Pre-production, like the filmmaking as a process as a whole, is complicated and can be daunting for independent filmmakers. Here are nine stages—each with their own subdivisions of tasks and labor—that should be included in your pre-production process if you want to ensure a steady, fruitful film shoot from day one.

9 Stages of Pre-Production

Finalize a Shooting Script

While movies are magical, they don’t come out of thin air. Even before the pre-production process starts, you need an idea, and often a fairly polished screenplay to work off of. But when it’s crunch time, you need to finalize that screenplay and convert it to a shooting script—one that reads for the director, cinematographer, and camera crew as well as it does for the actors.

Storyboards & Shot Lists

Storyboards & shot lists go hand-in-hand with shooting scripts—creating a visual interpretation of the screenplay for the director and cinematographer to reference and prepare for. While some directors know exactly what they want in their hand and can draw it themselves, usually storyboard artists are hired to bring the story to life.

Find the Right Crew

While some crew positions might already be attached or recommended for a project, and other positions, like your writer and storyboard artist, could be hired very early in the process—you should work to get the entire team rounded out before pre-production gets too involved.

Location Scouting

You may need to tailor your storyboards to your location or vice-versa, so finding them early is key. Many hands-on producers & directors may want to do this themselves, but often the smartest thing to do is hire a professional location scout who already has locales in mind or knows how to find original ones perfect for your script. If you’re shooting in a studio or soundstage, you’ll want to find the right one early and make sure it’s not booked before you can lock it in—treat them as you would reception halls for your own wedding! Finding real world locations early is just as important because you’ll want enough time to process the necessary permits & paperwork.

Create a Proper Budget (and Stick to It!)

By now you should be finalizing your budget, to make sure you can find the gear and afford the locations you want to use. Sometimes this is the professional thing to do; sometimes it's the necessary thing to do because you're not working with any credit or financial backers willing to give any more than they already promised. This is *never* the most fun part of pre-production, but very often it's the most important.

Choose Your Gear

Are you shooting digitally or going old school with some 16mm film? Or are you saving money and shooting the entire film on your I Phone? Once you have the answers to these questions you can acquire your gear—often from a rental house. After your first film you may establish a relationship with a particular rental house and can negotiate discounts and figure out just exactly what your budget will allow when it comes to peripheral equipment. Maybe you can afford that ultra-cool fog machine after all!

Clear That Red Tape

Once you know what gear and locations you want, you're going have to get into the paperwork—namely, permits and insurance. Permits are required from municipal governments to shoot on public property and location agreements are typically needed for use of private homes—especially if you'll need to move furniture or equipment around or repaint the walls after the shoot, etc. You'll also need insurance to protect yourself in the event you or one of your crew members accidentally do damage to the location or your rented film equipment. Finally you may need to cover your crew and cast as well—better safe than sorry!

Find the Right Cast

With your dominos falling in place you're going to need to finally decide on your cast—this could feel impossible, no matter how many actors your audition. You might be frustrated you can't find the perfect person for the role you envisioned in your head, or maybe you found two equally brilliant performers and you're pulling your hair out trying to decide between the two. Either way, auditioning early and often and even employing a casting agent to find even more performers, possibly from outside your locality, will go a long way towards giving your movie the perfect cast.

Rehearse, Rehearse, Rehearse

Sometimes finding the perfect cast could make a filmmaker overconfident, leading them to put too much responsibility on their cast to be self-sufficient. Actors need their director just as much as the crew does, and working with them both one-on-one and as an ensemble is a vital part of the pre-production process.

Definition of Production:

“Production is the organised activity of transforming resources into finished products in the form of goods and services; the objective of production is to satisfy the demand for such transformed resources”.

“Production is any activity directed to the satisfaction of other peoples’ wants through exchange”. This definition makes it clear that, in economics, we do not treat the mere making of things as production. What is made must be designed to satisfy wants.

Scheduling (production process)

Scheduling is the process of arranging, controlling and optimizing work and workloads in a production process or manufacturing process. Scheduling is used to allocate plant and machinery resources, plan human resources, plan production processes and purchase materials.

It is an important tool for manufacturing and engineering, where it can have a major impact on the productivity of a process. In manufacturing, the purpose of scheduling is to minimize the production time and costs, by telling a production facility when to make, with which staff, and on which equipment. Production scheduling aims to maximize the efficiency of the operation and reduce costs.

In some situations, scheduling can involve random attributes, such as random processing times, random due dates, random weights, and stochastic machine breakdowns. In this case, the scheduling problems are referred to as stochastic scheduling.

Budgeting

Film budgeting. Film budgeting refers to the process by which a line producer, unit production manager, or production accountant prepares a budget for a film production. This document, which could be over 134 pages long, is used to secure financing for and lead to pre-production and production of the film.

Production Budget Definition. The production budget calculates the number of units of products that must be manufactured, and is derived from a combination of the sales forecast and the planned amount of finished goods inventory to have on hand (usually as safety stock to cover for unexpected increases in demand). **Financing**

Financing is the process of providing funds for business activities, making purchases or investing. Financial institutions such as banks are in the business of providing capital to businesses, consumers and investors to help them achieve their goals.

Film finance is an aspect of film production that occurs during the development stage prior to pre-production, and is concerned with determining the potential value of a proposed film. In the United States, the value is typically based on a forecast of revenues (generally 10 years for films and 20 years for television shows), beginning with theatrical release, and including DVD sales, and release to cable broadcast television networks both domestic and international and inflight airline licensing.

There are five main methods of financing movies

1. Government grants
2. Tax incentives and shelters
3. Debt financing
4. Slate financing through hedge funds and private equity firms
5. Individual investors

Controlling

Production control is the activity of monitoring and controlling any particular production or operation. Production control is often run from a specific control room or operations room. With inventory control and quality control, production control is one of the key functions of operations management.

Control, or controlling, is one of the managerial functions like planning, organizing, staffing and directing. It is an important function because it helps to check the errors and to take the corrective action so that deviation from standards are minimized and stated goals of the organization are achieved in a desired manner

According to modern concepts, control is a foreseeing action whereas earlier concept of control was used only when errors were detected. Control in management means setting standards, measuring actual performance and taking corrective action.

Post production

Many filmmakers are in a perpetual pre-production stage. Pre-production is the stage where you try and convince everyone that your film is about to start shooting. It's the nerve wracking stage where you wait for financial commitments to materialise in your bank, and for cast and crew to agree that they will definitely turn up.

'Real' pre-production is when you're spending money on script development, casting, scouting and securing crew. Bottom line — pre-production is not difficult.

The second stage, production, is right after you get financing. Now you quickly get everyone together and spend nine to eighteen days of 14-18 hours each, shooting from dawn to dusk. Production is a ball buster.

During production everything happens at once. The actors, lights, camera, props, schedule, film stock, egos, temper tantrums, and all the rest. Production, although typically presented as being fun and joyous, will probably be the worst two or three weeks of your life. But you persevere. Somehow you get that Martini Shot. Your film is in the can. You bring out the flat beer and celebrate. Everyone hugs everyone (except you, the skinflint producer) and goes home. You pass out and wake up approximately two days later.

When you do wake up, you find twenty hours of tape, or the equivalent in film stock by the foot of your bed. You're all alone. What do you do now? The answer, of course, is simple. You begin post-production.

Post-production, somehow, is the part of the process that intimidates people most. Remember, it is not difficult. Production is massively difficult. Post-production is not, as long as you take it step by step. Your first phone call will probably be to your cinematographer who, although he/she hates you, will be able to introduce you to several good editors. All you need to know about post-production and finishing your film is the thirteen steps

listed below. Just take them one step at a time, in the order they appear. There will be no eighteen hour days. Your function will be to hire people and oversee them by dropping in for half an hour here and there. Post-production, I repeat, is not difficult.

The 13 Steps of Post-Production

1. Pick an editing format

There are two ways of doing post-production. One is the old way — the film way. Shoot film and edit, or splice film on film editing equipment. There are few filmmakers who edit this way today.

The second is the digital way. Two is the new way — the electronic way. Get all your rushes digitised (if shot on film you will need them telecine, or scanned to a digital format). The steps are pretty much the same in either format.

2. Hire a picture editor

Your cinematographer is probably a good person to ask for recommendations for an editor. An editor's job is to create and Edit Decision List (EDL). The editor will read your script and look at the rushes, and from this information, cut the film according to their opinion of what makes the story better. Given this huge creative responsibility, I always like to get an editor well before the project goes into production. A good editor will advise on the types of shots they will need, and advice on tricky post-production issues before the film starts.

The normal schedule for editing a feature is 8 – 10 weeks. During this time, your editor will create different drafts of your film. The first is called the Rough Cut, and last is the Answer Print. There are two conclusions to an edit: the first when you are happy with the visual images (locking picture) and the second when you are happy with the sound (sound lock).

3. Hire a sound editor

Now, about two months later, the picture film is tight but you need to enhance the look with sound. Thus, hire a sound editor and an assistant for five to six weeks to (a) cut dialogue tracks, (b) re-create sound effects, and (c) get cue sheets ready for simplifying Step 7, The Mix.

4. Do ADR

This stands for Automatic Dialogue Replacement. What it actually is, is a large hollow room with a projector that projects your most recent picture draft from Step 2 and has the actors come back and lip sync and loop dialogue that wasn't sharp and clear.

5. Do Foley

Go to a room that looks like (or could very well be) the ADR room and this time, without actors, have sound people called Foley Artists – or sometimes 'walkers' – put the noise of footsteps and certain other sound effects into your film.

6. Secure music

First, for your musical score here's what not to do. Don't use any popular old song that you haven't purchased the rights to. Don't even think about public domain or classical music either, because it'll either get expensive or it'll stink. Don't use any pre-cleared CD-ROM music because it won't be good enough quality. What you should do is simply this: hire a musician with his or her own studio to compose brand new original songs and tunes that you have the rights to.

7. Do re-recording/the mix

Now that you have 20-40 tracks of sound (dialogue, ADR, Foley, music) you must layer them on top of each other to artificially create a feeling of sound with depth. This is called the re-recording session or the Mix.

8. Get an M&E

Somewhere in the not-too-distant future you will be selling the rights to your film to foreign nations. The distributor/buyer in that nation wants a sound track without English dialogue so they can dub the dialogue. Thus the M&E stands for only Music and Effects.

In the movie I just made, we waited until we had a sale where they demanded an M&E track – in our case to Germany. Then we used part of the proceeds to pay for it (about £3,000/\$5,000).

9. Get your titles

Your editing is now done. Now what is left is to get the final pieces needed for the answer print. The first three pieces to get are your six-to-eight Opening Title Cards and then the Rear Title Crawl. These title files are then added to the master track.

10. Get a DCP

In order to deliver the film you will need to create a Digital Cinema Package – a hard drive which contains the final copy of your film encoded so it can play in cinemas.

11. Get a dialogue script

In order for foreign territories to dub or subtitle your film you will need to create a dialogue script which has the precise time code for each piece of dialogue so the subtitle or dubbing artist knows exactly where to place their dialogue.

12. Get a campaign image

A picture says a thousand words. Your campaign image is likely the first thing a prospective distributor or festival programmer will see of your film. The image (with titles and credits) should let the viewer know exactly what your film is about.

13. Get a trailer

Create a 90-120 second trailer that conveys the mood and atmosphere of your movie. Often programming and distribution decisions will be based on the strength of your trailer.

Delivery

Storage and Delivery

Once you create video content there's the question of storage and delivery. How is the best way to store your video? Will you store them in house, or on a server? What are the best delivery tools in getting videos to your audience? Are you going to have a YouTube Channel? Do you want to create a podcast on iTunes? Do you want videos available on your website? (Oh yeah... now we need a website... That's another article!). These are all things that you will want to think through, and that we will be addressing in this series. The good news is that, once your video is created, you have a number of options and you are not locked into any one of them. You can start small and make changes as the demand for your video content grows.

14 Principles of Media Management

1. Division of Work

In practice, employees are specialized in different areas and they have different skills. Different levels of expertise can be distinguished within the knowledge areas (from generalist to specialist). Personal and professional developments support this. According to Henri Fayol specialization promotes efficiency of the workforce and increases productivity. In addition, the specialization of the workforce increases their accuracy and speed. This management principle of the 14 principles of management is applicable to both technical and managerial activities.

2. Authority and Responsibility

In order to get things done in an organization, management has the authority to give orders to the employees. Of course with this authority comes responsibility. According to Henri Fayol, the accompanying power or authority gives the management the right to give orders to the subordinates. The responsibility can be traced back from performance and it is therefore necessary to make agreements about this. In other words, authority and responsibility go together and they are two sides of the same coin.

3. Discipline

This third principle of the 14 principles of management is about obedience. It is often a part of the core values of a mission and vision in the form of good conduct and respectful interactions. This management principle is essential and is seen as the oil to make the engine of an organization run smoothly.

4. Unity of Command

The management principle 'Unity of command' means that an individual employee should receive orders from one manager and that the employee is answerable to that manager. If tasks and related responsibilities are given to the employee by more than one manager, this may lead to confusion which may lead to possible conflicts for employees. By using this principle, the responsibility for mistakes can be established more easily.

5. Unity of Direction

This management principle of the 14 principles of management is all about focus and unity. All employees deliver the same activities that can be linked to the same objectives. All activities must be carried out by one group that forms a team. These activities must be described in a plan of action. The manager is ultimately responsible for this plan and he monitors the progress of the defined and planned activities. Focus areas are the efforts made by the employees and coordination.

6. Subordination of Individual Interest

There are always all kinds of interests in an organization. In order to have an organization function well, Henri Fayol indicated that personal interests are subordinate to the interests of the organization (ethics). The primary focus is on the organizational objectives and not on those of the individual. This applies to all levels of the entire organization, including the managers.

7. Remuneration

Motivation and productivity are close to one another as far as the smooth running of an organization is concerned. This management principle of the 14 principles of management argues that the remuneration should be sufficient to keep employees motivated and productive. There are two types of remuneration namely non-monetary (a compliment, more responsibilities, credits) and monetary (compensation, bonus or other financial compensation). Ultimately, it is about rewarding the efforts that have been made.

8. The Degree of Centralization

Management and authority for decision-making process must be properly balanced in an organization. This depends on the volume and size of an organization including its hierarchy.

Centralization implies the concentration of decision making authority at the top management (executive board). Sharing of authorities for the decision-making process with lower levels (middle and lower management), is referred to as decentralization by Henri Fayol. Henri Fayol indicated that an organization should strive for a good balance in this.

9. Scalar Chain

Hierarchy presents itself in any given organization. This varies from senior management (executive board) to the lowest levels in the organization. Henri Fayol's "hierarchy" management principle states that there should be a clear line in the area of authority (from top to bottom and all managers at all levels). This can be seen as a type of management structure. Each employee can contact a manager or a superior in an emergency situation without challenging the hierarchy. Especially, when it concerns reports about calamities to the immediate managers/superiors.

10. Order

According to this principle of the 14 principles of management, employees in an organization must have the right resources at their disposal so that they can function properly in an organization. In addition to social order (responsibility of the managers) the work environment must be safe, clean and tidy.

11. Equity

The management principle of equity often occurs in the core values of an organization. According to Henri Fayol, employees must be treated kindly and equally. Employees must be in the right place in the organization to do things right. Managers should supervise and monitor this process and they should treat employees fairly and impartially.

12. Stability of Tenure of Personnel

This management principle of the 14 principles of management represents deployment and managing of personnel and this should be in balance with the service that is provided from the organization. Management strives to minimize employee turnover and to have the right staff in the right place. Focus areas such as frequent change of position and sufficient development must be managed well.

13. Initiative

Henri Fayol argued that with this management principle employees should be allowed to express new ideas. This encourages interest and involvement and creates added value for the company. Employee initiatives are a source of strength for the organization according to Henri Fayol. This encourages the employees to be involved and interested.

14. Esprit de Corps

The management principle 'esprit de corps' of the 14 principles of management stands for striving for the involvement and unity of the employees. Managers are responsible for the development of morale in the

workplace; individually and in the area of communication. Esprit de corps contributes to the development of the culture and creates an atmosphere of mutual trust and understanding.

UNIT III

MEDIA CONVERGENCE

ENTREPRENEURSHIP

Entrepreneurship is the process of designing, launching and running a new business, which is often initially a small business. The people who create these businesses are called entrepreneurs.

Monopoly

Definition of 'Monopoly' Definition: A market structure characterized by a single seller, selling a unique product in the market. In a monopoly market, the seller faces no competition, as he is the sole seller of goods with no close substitute.

Oligopoly

Oligopoly is an economic term for a market structure which involves only a small number of sellers or providers. ... Often, oligopolistic markets are protected by secret agreements on prices (so-called cartel-agreements) and their behaviour comes close to monopolistic markets.

Financial Management

Financial Management is a vital activity in any organization. It is the process of planning, organizing, controlling and monitoring financial resources with a view to achieve organizational goals and objectives. It is an ideal practice for controlling the financial activities of an organization such as procurement of funds, utilization of funds, accounting, payments, risk assessment and every other thing related to money.

Media convergence

Media convergence is the merging of mass communication outlets – print, television, radio, the Internet along with portable and interactive technologies through various digital media platforms.

Media convergence is the blending of multiple media forms into one platform for purposes of delivering a dynamic experience.

Technologically rich societies have entered the digital age, and media industries are grappling with new opportunities – and threats – afforded by what is called “convergence”. Media people tend to get very excited about convergence, because it holds so much promise.

Top 10 Jobs in the Media Industry

1. Interpreter/Translator

Formal education is less important than language skills for this job; interpreters and translators need to have native-level proficiency in both languages, the language of the original text or speech, and the language of the finished product.

2. Film/Video Editor

The explosion of online and mobile video content had led to a corresponding increase in demand for film and video editors, who take raw footage and transform it into a finished product. Editors must be adept at using film editing software programs and generally have a degree related to film or broadcasting.

3. Technical Writer

Technical writers create everything from instruction manuals to articles to documentation, and tend to work in STEM-related industries. To do this job, you'll need a bachelor's degree and experience with a technical subject, as well as the ability to explain complex concepts to a variety of different audiences and hit deadlines.

4. Video Producer

If you spend any time online, you've probably noticed that video is taking over your favourite sites. Someone has to create those eye-catching, meme-inspiring video moments, and that person is a video producer. As the internet video boom continues, expect to see more of these jobs on the horizon.

5. Public Relations Specialist

If you have fantastic communication skills and are comfortable talking up the merits of your favourite brand or product, a career in PR might be the perfect fit for you. PR specialists typically work for advertising agencies, public relations firms, or large companies with in-house PR teams.

6. Blogger

Companies often employ bloggers as part of their marketing strategy; an engaging blog provides a friendly public face for the company, while potentially helping the organization's ranking on Google and other search engines. Writers who work primarily on blogs have to be able to turn out attention-grabbing copy that adheres to the organization's voice and style guidelines, while keeping social media and SEO principles in mind.

7. Sound Engineer

Sound engineers work in a variety of different environments, from recording studios to stadiums to theatres, recording sound files. They also often maintain recording equipment. Sound engineers have variable schedules, depending on the needs of their clients.

8. Art Director

Art directors design visual concepts for promotions and products. They may work in print, online, television, and other media. Depending on their industry, art directors may have previously worked as graphic designers, photographers, or illustrators.

9. Content Strategist

The occupational outlook for editors might be pretty poor – the profession is expected to decline by 1 percent over the next few years, according to the Bureau of Labor Statistics – but that doesn't mean that those skills are out of demand.

10. Social Media Specialist

If you already spend most of your time on Twitter, Instagram, Snapchat, etc., the good news is that it doesn't have to be a waste of time. If you're willing to embrace the strategic marketing side of social, you might be able to turn your passion into a career. Just be advised: in addition to a bachelor's degree and plenty of social media know-how, this job requires tact and discretion. The internet never forgets.

UNIT– IV

Advertising Management

Advertising simply put is telling and selling the product. Advertising Management though is a complex process of employing various media to sell a product or service. This process begins quite early from the marketing research and encompasses the media campaigns that help sell the product.

Without an effective advertising management process in place, the media campaigns are not that fruitful and the whole marketing process goes for a toss. Hence, companies that believe in an effective advertising management process are always a step ahead in terms of selling their goods and services.

As mentioned above, advertising management begins from the market research phase. At this point, the data produced by marketing research is used to identify what types of advertising would be adequate for the specific product. Gone are the days when there was only print and television advertising was available to the manufacturers. These days apart from print and television, radio, mobile, and Internet are also available as

advertising media. Advertising management process in fact helps in defining the outline of the media campaign and in deciding which type of advertising would be used before the launch of the product.

Profit

A financial gain, especially the difference between the amount earned and the amount spent in buying, operating, or producing something.

Profit is the positive gain remaining for a business after all costs and expenses have been deducted from total sales. Profit is also referred to as the bottom line, net profit or net earnings.

SALES AND MARKET SHARE OBJECTIVES

Definition: Out of total purchases of a customer of a product or service, what percentage goes to a company defines its market share. In other words, if consumers as a whole buy 100 soaps, and 40 of which are from one company, that company holds 40% market share.

Description: There are various types of market share. Market shares can be value or volume. Value market share is based on the total share of a company out of total segment sales. Volumes refer to the actual numbers of units that a company sells out of total units sold in the market. The value-volume market share equation is not usually linear: a unit may have high value and low numbers, which means that value market share may be high, but volumes share may be low. In industries like FMCG, where the products are low value, high volume and there are lots of freebies, comparing value market share is the norm.

SETTING A BUDGET FOR YOUR BUSINESS

Budgeting for a business requires you to set specific goals and develop a plan to achieve them. A business budget is an integrated plan of action for your business — not simply slap-dashing together a few figures and then hoping you reach the desired results.

A good budget demands a fair amount of time and energy, for several reasons.

Advertising media selection is the process of choosing the most efficient media for an advertising campaign. To evaluate media efficiency, planners consider a range of factors including: the required coverage and number of exposures in a target audience; the relative cost of the media advertising and the media environment. Media planning may also involve buying media space. Media planners require an intricate understanding of the strengths and weaknesses of each of the main media options. The media industry is dynamic - new advertising media options are constantly emerging. Digital and social media are changing the way that consumers use media and are also influencing how consumers acquire product information.

MEDIA SELECTION

Media selection is also called media planning. Media plan decides how advertising time and space in various media will be used to achieve the advertising objectives and marketing objectives of the company. The basic goal of media plan is to find out that combination of media which enables the advertiser to communicate the ad-

message in the most effective manner at lower cost. An advertising plan is decided by the advertiser to achieve advertising objectives. Advertising objectives are decided keeping in view the marketing objectives of the company. Media plan is based on advertising plan. In other words media plan is a part of the overall advertising plan. In media plan following main media decisions are taken:

UNIT V

MARKETING MANAGEMENT

"Marketing management is 'the art and science of choosing target markets and getting, keeping, and growing customers through creating, delivering, and communicating superior customer value' (Kotler and Keller, 2008: 5)."

The concept reviews the process used to determine what products or services may be of interest to customers and the strategy to use for marketing mix. It also explores the process of understanding, creating and delivering value to targeted business markets and customers.

Marketing

Marketing is the study and management of exchange relationships. Marketing is the business process of creating relationships with and satisfying customers. With its focus on the customer, marketing is one of the premier components of business management.

Marketing Management Definition

Marketing is the process used to determine what products or services may be of interest to customers and the strategy to use in sales, communications and business development (Kotler et al. 1996). The American Association of Marketing define marketing management as the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services in order to create, exchange and satisfy individual and organisational objectives (Grönroos, 1989).

Creativity and Innovation

Change is the basic law that governs the entire nature. In this fast-paced world, technology is changing rapidly, i.e. nobody can assure you that the world is going to be same, five years later, as everything changes with the blink of an eye. So, if one wants to go along with the world, then the only requirement is to be creative and innovative. While Creativity is related to 'imagination', but innovation is related to 'implementation'.

5 steps to implement company creativity and innovation management

Creative chaos exists and can work well in some environments. But a little order in this process helps to achieve concrete and lasting results.

1- Communicate clearly to everyone: “We want to innovate.”

Many companies don't make it clear just how important innovation is and that they value this type of initiative.

Sporadic speeches and cold memos don't go well together, at least with effective company creativity and innovation management.

With the enormous number of collaborative tools available for internal communication, it's important to create an innovation platform, defining what the company's objectives are, what markets it wants to develop, available technologies and other information.

But this should be a non-limiting guideline:

This is a way to formalize a company's innovative desire. Create a space for idea discussion, a place to innovate.

An internal social media, which can be created from G+ corporate or from Workplace, among other tools, is an excellent way to promote your company's creativity and innovation policy.

2- Organize the time to innovate

The Google case has already become famous. It allows its employees to spend 20% of their time working to dedicate themselves to personal and innovative projects.

But again, if you don't adequately publicize time available for innovation, your employees will not feel safe.

There are 4 main company creativity and innovation management models, adopt the most relevant for your organization's culture and goals:

- **Free time:** Each employee chooses if, when and how much time to use on innovative projects
- **Time Spent:** It's very similar to the first model. The difference is that it's evident that the company values the time it spends on innovation.
- **Determined Time:** In this case, there are specific events, lectures, contests, and meetings where employees should focus on creative initiatives.
- **Defined Time:** Like the Google case, which defines a percentage of the working hours an organization can use to innovate.

3- Control activity and results

It's important that company creativity and innovation management define a way to measure how much time and resources an organization is using to innovate and what results it's obtaining.

Thus, it will be possible to improve the innovation policy continuously. By encouraging and standardizing the practices that generated the most profits or reached other goals established by the company.

4- Recognition

Generating innovative ideas is part of an employee's job, but this doesn't prevent a company from recognizing these efforts. It can hand out certificates and even awards in the form of bonuses and promotions for the project designers that have generated the most profit for the business.

Internal Communication and External Communication

Internal communication is information and ideas exchange within the organization itself, while external communication means exchange of information both within the organization itself and outside the organization.

Internal Communication

Internal communication is the transmission of information within an organization. Internal communication is a lifeline of a business. It occurs between an employer and an employee. It is communication among employees. Internal communication is the sharing of the information, knowledge, ideas, and beliefs between the members of the company.

Internal communication can be formal or informal. It depends upon the persons to which we are communicating. We use informal or not so formal language with our colleagues. The language used while communicating the head of the company is formal.

Effective Internal Communication

Effective internal communication must have the following.

- The open and clear reason for communication.
- Understanding the need of the audience.
- Consistent and regular communication.
- Clear, jargon-free, to the point, and brief language.

- Two-way communication.
- Good use of vocabulary.

Importance of Internal Communication

One can easily find the importance of internal communication. Some of them are

- It increases productivity.
- Effective and responsive customer service.
- Easy attainment of goals.
- Reduce day-to-day conflict between team members.
- Enable fast response.
- Enable fast decision making.
- Helps in motivating the employees.

Common Internal Communication

- Group meetings.
- Company blogs.
- Employee training within an organization.
- Personal meetings.
- Telephonic conversation between employees.
- Inquiry of employee.
- E-mails within an organization.
- Staff communication.
- Company newsletter.

External Communication

External communication is the transmission of information between two organizations. It also occurs between a business and another person in the exterior to the company.

These persons can be clients, dealers, customers, government officials or authorities etc. A customer's feedback is also external communication. An organization invests a lot of time and money to improve their image through external communication.

Effective External Communication

One can easily find the importance of external communication. Some of them are

- Clear ideas, thoughts, and statement or the reason for communication.
- It must be two-way communication.
- Clear, error-free, formal, jargon-free, and easy language.
- Understanding the need of the audience.
- Proper choice of words for communication.

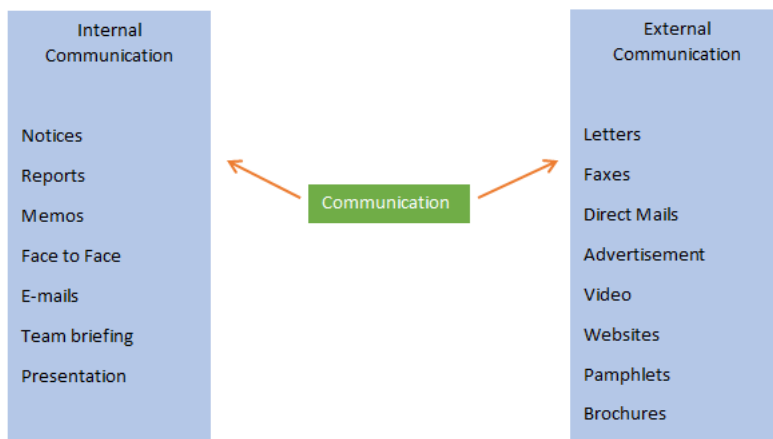
Importance of External Communication

- It presents a favourable image of an organization.
- It provides information about products and services to customers.
- Advertise the organization.
- Promote an organization
- Reduces the risks of mistakes.

Common External Communication

- Advertisement of an organization.
- Response to a customer.
- Press conference.

- Annual reports and letters.
- Print media.
- Face to face meeting of two organization heads.
- Tender documents.
- Brochures.
- Feedbacks.
- Questionnaire.



Understanding Market and Factors

The Definition of Marketing Environment

Marketing Environment can be defined as the various internal and external factors that surround the business on a day to day basis and influence the marketing strategies and other operations of the firm. These factors can be divided into internal, micro, and macro marketing environmental factors of which some are within the control of the management of the firm and some of the micro factors such as government policies and technological developments amongst others that are not in the control of the company.

What are the 5 environmental factors in marketing?

- The Political and Regulatory Environment. ...
- The Economic Environment. ...
- The Competitive Environment. ...

- The Technological Environment. ...
- The Social and Cultural Environment.

Audiences Research Analysis

4 Research Methods for Audience Analysis

Before communications professionals such as technical writers, public relations specialists, and others within the field launch a campaign or strategy, they often need to assess the target audience to make sure that all information provided is appropriate, appealing, and at the correct level.

The audience, also referred to as the end-user, will be the recipient of any items produced and shared, so it's crucial to make sure that all communications are targeted towards that group. In order to achieve this goal, many communications professionals will use research methods for audience analysis. As you work toward your masters in communications, it's important to cultivate skills like these now that can help you at work later.

There are several commonly used methods; each offers its own insights into your target audience. Read on for four examples:

Primary Research

The first step when beginning audience analysis is gathering as much information as possible. If you have preconceived notions or ideas about your audience, avoid them and focus on the actual research performed instead. You should eliminate any information that has already been found by other researchers as part of your primary research phase, since this will allow you to start from scratch. You might choose to use qualitative or quantitative research methods during this process, but all information should come from your own work and findings.

Qualitative Research

Qualitative research focuses on the feelings and opinions of a consumer or member of the target audience. When performing this type of research, you should try to get into and understand the mind-set of a customer to see which areas of the product or campaign are most appealing and which areas are lacking. Examples include interviews and focus groups.

Interviews

Face-to-face or telephone interviews can provide a lot of insight into your target audience. This method of research can fall into either qualitative or quantitative, although most believe that it provides more information

in the former category. An interview involves interaction between a single respondent and the moderator, or person asking the questions.

However, an interview doesn't have to follow a prescribed layout and format with a list of questions and time for answers. Instead, some researchers choose to make the interview process more comfortable and informal by simply engaging in a conversation with audience members. When conducting interviews, ask open-ended questions that allow for detailed responses instead of just "yes" or "no."

Focus Groups

One of the most common methods of qualitative research is hosting a focus group. In this method, you will organize a group of people and share information about your product or service, campaign and marketing ideas, and development. As the participants of the focus group view the information presented, you can gauge their reactions through body language, facial expressions, and actual feedback that they provide. Hosting focus groups in virtual settings is becoming more popular, thanks to technological advancements, but doing so can make it harder to see facial expressions and read body language.

When bringing people together to participate in a focus group, it's important to make sure that all participants have something in common. You might choose to divide groups by age, gender, or other factors. When you split them into more targeted groups, you can get more information that will help you better understand your audience. Most focus group hosts offer some type of compensation for participation, such as a free product, gift card, voucher, coupon, or even cash.

Quantitative Research

Quantitative research typically focuses on statistics and hard facts instead of opinions and feelings. For a better understanding of your audience, it's helpful to use methods that fall under this category when conducting both primary and secondary research. Examples of quantitative research include social media analytics, surveys/questionnaires, and trials with experimentation.

Social Media Analytics

In today's online world, social media is a critical area when researching your audience. Companies can reach millions of people with a single post, something that was never previously within reach. But simply sharing posts without following up on how they are performing is a waste of time and resources. Analytics are built into most social media platforms and allow users to view how many people viewed a post, as well as any interaction with the content, such as clicks and responses.

Using the information provided can help your company learn what type of content resonates with your target audience. By viewing what they choose to interact with, you can then create additional content that

complements those topics. New jobs are popping up across the country, and they require experience in and an understanding of social media analytics.

Surveys and Questionnaires

Surveys and questionnaires are old-school methods of quantitative research that still work. Whether you conduct a follow-up survey by phone or email or slip a flyer into the bag of every customer who visits your store, you can get information from real buyers or users of your product. Using this information can help you improve the product or service as well as customer service techniques and the overall customer experience.

Secondary Research

Secondary research involves reviewing information presented from other sources. If your company has conducted primary research on other products or service, you might use that data for developing and improving new products and services. Some businesses also rely on external sources to present data.

If you're simply relying on the internet for market research, it may be time to re-evaluate your strategy. The online world is certainly useful as a starting point but should not be the only method by which you conduct research. Talking to your customers and understanding their unique perspectives is critical to improving the way you speak to them and market your products. Keep in mind that it would be a mistake to rely on just one research method instead of employing several different ones.

If you are interested in understanding and working in market research for audience analysis, you may want to consider your advanced education options. The University of Southern California Master of Communication Management Online, offered by the Annenberg School for Communication and Journalism, includes courses that focus on research methods and how to improve audience engagement through understanding their thoughts and feelings.

Ratings

Program rating analytics is an analytical activity to measure the program's listening or viewing audience. It involves large datasets that record any activity related to the TV program. Networks and stations that offer programs that draw high ratings gain advertisers, earning revenue.

Trends in Marketing and Selling

What are the new trends in marketing?

- Increased focus on customer experience. ...
- Engaged and effective measuring: Analytics 2.0. ...

- Better video content... and more of it. ...
- Embrace the IoT. ...
- Chabot's and AI go mainstream. ...
- Right-time marketing instead of real-time marketing. ...
- Prepare for marketing to own digital transformation campaigns.

The 7 Biggest Trends Upending Sales Today

Trend #1: Investing in Future Growth

Thinking three moves ahead is vital in any game, and is essential to sales growth. But this skill does not come automatically. The best sales leaders make trend analysis a formal part of the sales-planning process, and make forward planning part of someone's job description. This means they are perfectly poised to capture the opportunities created by sudden changes in the environment.

Knowledge is only one part of the equation, though. Top-performing sales organizations have the will and the means to translate macro shifts into real top-line impact fast. The first-mover advantage created by forward-looking sales plans drives sales in areas where competitors have yet to arrive.

Many sales executives explicitly account for investment in new growth opportunities in their annual capacity-planning processes. More than half of the fast-growing companies we interviewed look at least one year out, and 10% look more than three years out. Thinking ahead is not just about resource planning: 45% of fast-growing companies invest more than 6% of their sales budget on activities supporting goals that are at least a year out.

Trend #2: Finding the Growth in Micro markets

Averages lie. In the quest for sales growth, averages can mask where growth truly lies, and the hidden pockets of growth in your industry may be in your own backyard.

The most successful sales leaders I speak to are extremely proactive at mining the growth that lies beneath their feet in what can appear — on average — to be mature markets. They take a geological hammer to all their market and customer data; they break larger markets down into much smaller units, where the opportunities — prospects, new customer segments, or microsegments — can be assessed in detail. This disaggregation makes it apparent very quickly that a broad-brush approach leads to resources being wasted where growth is significantly below average.

Micro market strategies are heavy on the analytics, so it's important that sales teams on the ground don't get bogged down by the details, and can use the information in the most effective way.

Trend #3: Capturing Value from Big Data and Advanced Analytics

Sales forces have an incredible amount of data at their fingertips today compared with even four or five years ago, but getting insights from it and making those actionable is much harder. Sales leaders that get it right make better decisions, uncover insights into sales and deal opportunities, and refine sales strategy.

The big shift we see today is from the analysis of historical data to using data to be more predictive. Sales forces use sophisticated analytics to decide not only what the best opportunities are, but also which ones will help minimize risk. In fact, in these areas, three-quarters of fast-growing companies believe themselves to be above average, while 53%–61% of slow-growing companies hold the same view.

But even among fast-growing companies, only just over half of them — 53% — claim to be moderately or extremely effective in using analytics to make decisions. For slow-growing companies, it drops to a little over a third. This indicates that there remains significant untapped potential in sales analytics

To start with, you need to have a lot of very smart data scientists to help you mine the data, and then you need people with the business expertise to translate that into something that salespeople can act upon. Then, the next time a rep goes to see a customer, he or she knows exactly who to see, when to see them, what to say, and precisely what to offer.

Trend #4: Outsourcing the Sales Function

One of the sales trends that we began to see while doing the research for Sales Growth is the outsourcing of parts of (and sometimes lots of) the sales value chain. What's new today is that the automation we mentioned has enabled third-party vendors to run a company's entire end-to-end sales process. I'm talking all the way from demand generation to customer acquisition and fulfilment.

These companies understand your target segments, they use big data to identify leads, they market to different segments with different offers and using different platforms, and then they match their own sales reps to individual customers based on the likelihood of converting that particular type of person. For the sales organization, it means moving to a model where your pay is based not on the service, but on the new customers being acquired.

Trend #5: Understanding Social Selling

An effective sales organization needs to explore every avenue in its quest to truly understand the customer. It's important for sellers to understand who the individual customer is, who the buyers are, who the decision-makers are, who the influencers are, and who owns the budget — and what their perception of their organization is. A lot of that can be learned through what they share online on different platforms and in different ways: expressing opinions, asking for help, and general discussions.

Trend #6: Collaborating More Closely with Marketing

Marketing and sales may seem inextricably linked, but often when I'm working with commercial functions at large organizations, I find their relationship can be contentious and lopsided: Sales dominates in B2B sectors, while marketing dominates in B2C. Our own research for Sales Growth revealed a striking trend in sales and marketing: 61% of companies that have both functions deliver above-market revenue growth and enjoy high profitability.

It's important to align sales with marketing so that both understand precisely whom they are targeting and the journey those buyers are making. This may sound obvious, but the two functions often work in a vacuum, each with different views of which customers to pursue.

Both functions also generate enormous volumes of valuable data on customer segments and preferences, but the flow of those insights tends to be one-way: from marketing to sales. At the outperforming companies I see, the front line reports back to help marketing refine its offerings, and datasets are integrated to create more accurate pictures of selling opportunities.

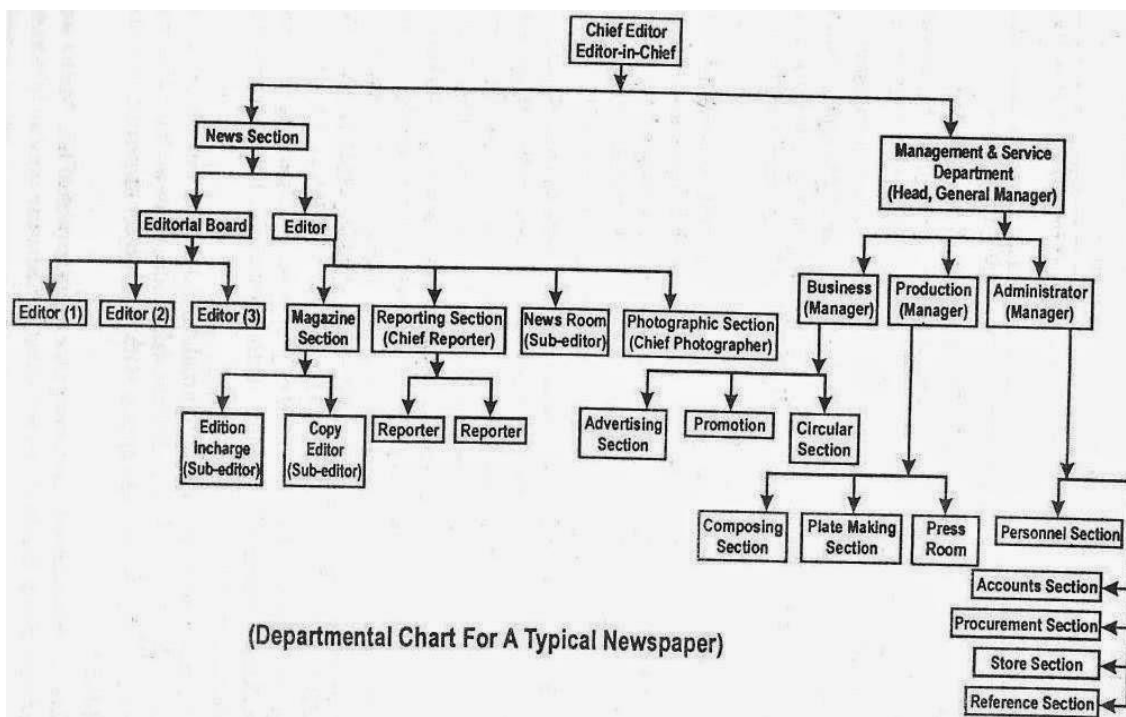
At the most basic level, chief marketing officers and heads of sales need to engage with each other on an equal footing. In my experience, failure to collaborate is outmoded at best, and dangerous to a company's performance at worst.

Trend #7: Adopting Automation and Artificial Intelligence

We did some research with the McKinsey Global Institute and found that 40% of tasks within the traditional sales function can now be automated. Already. With projected advancements in technology, especially in natural language processing, the research suggests this could top 50%.

Lead generation is a great example. Even with CRM systems in place, we see companies where 75% of leads aren't followed up on. Those are leads that have already had time and money spent on them, but are then left to wither away. When some of the organizations we work with started to use artificial intelligence (AI) for their lead generation qualification, the results have been a 100% touch rate, and the AI can keep these leads warm for months, sometimes even making the first introduction. This is just one aspect of sales that AI can help with, and we see no reason why automation and AI can't be used in more complex elements of the sales process.

NEWSPAPER ORGANIZATION STRUCTURE



1. RADIO ORGANIZATION STRUCTURE

2. SOCIAL MEDIA ORGANIZATION STRUCTURE

3. TELEVISION ORGANIZATION STRUCTURE

4. TYPES OF OWNERSHIP

5. TYPES OF MEDIA OWNER SHIP

6. WRITE ABOUT PERSONAL MANAGER

5. Explain the concept of Personnel Management.

Personnel management can be defined as obtaining, using and maintaining a satisfied workforce. It is a significant part of management concerned with employees at work and with their relationship within the organization.

According to Flippo, "Personnel management is the planning, organizing, compensation, integration and maintenance of people for the purpose of contributing to organizational, individual and societal goals."

According to Brech, "Personnel Management is that part which is primarily concerned with human resource of organization."

Nature of Personnel Management

1. Personnel management includes the function of employment, development and compensation- These functions are performed primarily by the personnel management in consultation with other departments.
2. Personnel management is an extension to general management. It is concerned with promoting and stimulating competent work force to make their fullest contribution to the concern.
3. Personnel management exist to advice and assist the line managers in personnel matters. Therefore, personnel department is a staff department of an organization.
4. Personnel management lays emphasize on action rather than making lengthy schedules, plans, work methods. The problems and grievances of people at work can be solved more effectively through rationale personnel policies.

5. It is based on human orientation. It tries to help the workers to develop their potential fully to the concern.
6. It also motivates the employees through its effective incentive plans so that the employees provide fullest co-operation.
7. Personnel management deals with human resources of a concern. In context to human resources, it manages both individual as well as blue-collar workers.

Role of Personnel Manager

Personnel manager is the head of personnel department. He performs both managerial and operative functions of management. His role can be summarized as :

1. Personnel manager **provides assistance** to top management- The top management are the people who decide and frame the primary policies of the concern. All kinds of policies related to personnel or workforce can be framed out effectively by the personnel manager.
2. He **advices the line manager** as a staff specialist- Personnel manager acts like a staff advisor and assists the line managers in dealing with various personnel matters.
3. As a **counsellor**,- As a counsellor, personnel manager attends problems and grievances of employees and guides them. He tries to solve them in best of his capacity.
4. Personnel manager acts as a **mediator**- He is a linking pin between management and workers.
5. He acts as a **spokesman**- Since he is in direct contact with the employees, he is required to act as representative of organization in committees appointed by government. He represents company in training programmes.

Functions of Personnel Management

Following are the four functions of Personnel Management:

1. Manpower Planning
2. Recruitment
3. Selection
4. Training and Development