

THEORIES OF MANAGEMENT:

- Management is defined as a process – series of actions or events marked by change. Continuous operation in which many things are happening simultaneously.
- Radio, TV, cable and print media services operate 24hours a day, 7days a week, 365 days a year.
- Contents of the programme changes every day.
- Production and distribution require many skills, functions and roles of managers in the media.
- Media must deal with changing consumers taste and preferences as well as social regulatory technology trends.
- Serious study began from 20th century in US.

CLASSICAL SCHOOL OF MANAGEMENT:

- It is associated with the industrial revolution marked a shift from agrarian to industrial based societies.
- The philosophy of management centred to improve the means of production and increasing productivity among workers.
- 3 different approaches to management in 3 different parts of the world.
 1. Scientific management in the United States.
 2. Administrative management in France.
 3. Bureaucratic management in Germany.

a. Scientific management:

- Present a systematic approach to the challenge of increasing production.
- This approach demands careful selection of employees for different position.
- Frederick w. Taylor is a father of scientific method in the 20th century. He made a number of contributions to management theory.



- Scientific method proposed workers would be productive if they receive high wages.
- b. **Administrative management:**
 - Henri Fayol, French theorist, he had different approaches from Taylor.
 - He recognised that management principle must be flexible to accommodate changes.
 - He was the first theorist to recognise management as a process.
 - His management functions and principles are still widely used in contemporary business organisation.
- c. **Bureaucratic management:**
 - In Germany, sociologist Max Weber focused on organisation structure.
 - He called for a clear division of labour and management system of seniority.
 - Strict discipline and control.
 - Clear policies and procedures.
 - Careful selection of workers based on technical qualification.
 - Management is responsible for establishing clearly defined job responsibilities, supervising, monitoring, output, and making important decisions.
 - Individual workers are motivated to do their tasks beyond wages and other economic benefits.

UMAN RELATIONS SCHOOL OF MANAGEMENT:

- Human resource school recognised that managers and employees were members of the same group and shared accomplishment of organisational objectives.
- Employees had needs other than just wages and benefits. If needs are not met they will be more effective and organisation would benefit.
- Many theories of organisational management arose in this era. They centre on the individual rather than the organisation.

The Hawthorne studies:

Harvard business professor Elton Mayo- 1924, Western Electric companies investigated the impact of illumination on productivity in Hawthorne.

Control group

Normal lighting

Productivity increased without increase in light

Experiment group

varying degrees of illumination

productivity increased

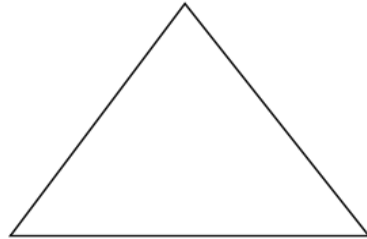
- They concluded after a year – productivity of the workers was affected more by the human aspects of their work than by the physical condition of the plant.
- Increased alienations and interaction led greater productivity.



MASLOW'S HIERARCHY OF NEEDS

ABRAHAM MASLOW introduced the concept 1943; the hierarchy suggest that people are motivated to fulfil basic needs before moving on to other needs.

Lowest levels of the pyramid as made up of the most basic needs, while the more complex needs are located at the top of the pyramid



Maslow's 1954 theorised that employees have a series of needs. As one level of needs is met other need become important.

MODERN APPROACHES TO MANAGEMENT:

- According to Peter Drucker, 1973 claimed that effectiveness is the foundation of success for an organisation.
- Drucker 1986, further developed management by objectives, MOB – which involves a particular type of interaction between managers and employees.
- MBO system senior level managers must identify the goals for each individual area of responsibility and share these goals and expectations with each unit and employee,
- An agreement between employees and managers regarding performance over a set of time.
- Critic = time consuming for implementation difficult rapidly changing environment.

LEADERSHIP:

- The relationship between management and leadership represents a second area of modern management thought.
- ***Leadership is the process of influencing the activities of an individual or group in efforts towards goal achievement in a given situation.***
- According to 'Bennis', he claims that leadership consists of three basic qualities:
 1. Vision: understanding of where to go.
 2. Passion: a person who loves what he does and enjoys doing it.



3. Integrity: is made up of knowledge, frankness, openness, faithfulness and maturity.
- According to Bennis, good leader exhibit curiosity and daring, they are willing to take risk and are not afraid of failure. Leader looks upon mistakes as a way to learn.

Leader

Innovates
Long range perspective
Originate

Manager

Administers
Short range view
initiate

SYSTEM APPROACH TO MANAGEMENT:

This study includes the entire organisation is examined – also it includes the environment in which the organisation operates.

- Organisations are similar to one another similar activities involving, inputs, labour, capital, and equipment.
- Production process (conversion of inputs in to some type of product).
- Output (product, goods, and services).
- Study external environment evaluating feedback from the environment in order to identify changes and assess goals.
- Managers cannot control environment but must become aware of environmental factors and the impact on the organisation.

TOTAL QUALITY MANAGEMENT:

- This emphasizing quality in organisations, especially in regards to producing products and serving both external and internal customers.
- Every employee must be responsible for quality.
- Total quality management helps an organisation maintain a competitive edge.

SOCIETAL AND ORGANISATIONAL ENVIRONMENT:

- Built in clash of values.
- In media organisation you have a rapidly changing scenario. Within the organisation people feel they are more independent contractors.
- But those who run the organisation try to bring everyone together and consider ‘the paper’ or programme as team work, team product. Therefore you have built in clash of values.
- In the media world, reporters, photographers, columnists, their individual make them stand out.



- While they are separating themselves from everyone else, they are part of a team in one sense while not being part of the team in yet another sense.
- This dually makes it more difficult to be an effective manager in such context.
- In this kind of situation you have to get members of the organisation to relate to one another to built trust and confidence and to have the ability to reach group decision while they work independently and make crucial decision on their own.
- Maximum flexibility and a willingness to be innovative in the midst of severe budgetary restraints to maintain profit margin.
- Sometime in order to preserve existing profit margin. When market share decline and to get economy in higher revenues as the goal of management.
- Now in modern management, time, it has become increasingly apparent that simply cutting costs and driving employees harder are only temporary solutions to a much deeper problem among media organisation.

MEDIA MANAGEMENT AND PROCESS:

Media management was defined as a process. Process means as series of actions to achieve certain results.

The process of media management is characterised by the following features:

- **Continuity:**
 - Management is a continuous process. This process is analysed in to several elements like planning, organising, staffing, directing and controlling.
 - The elements or functions are interrelated and interdependent.
 - The sequence may begin with any function and the entire process cycle may be completed.
 - It is therefore undesirable insist that a manager must perform the functions always in a definite chronological sequence.
 - The management cycle is never ending and is repeated over and over again.
- **Circular:**
 - The managerial functions are interactive in nature.
 - They are contained with each other. Ex: planning, organising, directing and controlling all may occur within planning process.
 - All functions may be considered as sub functions of each other.
 - Therefore management is a circular not a liner process.
- **Social:**
 - It deals with human therefore it's a social process not a mechanical one.
 - Influence significantly the inside and outside of the organisation and society as a whole.
 - Management has far reaching social consequences.



- Management while taking a decision must remember the impact of his decision on society.
- **Composite:**
 - All the managerial functions must be considered in their totality because management process is an organic and integrated whole.
 - Each function makes a distinct contribution to this process but cannot consider in isolation.
 - All the functions contribute to the whole and derive strength from each other.
 - Final outcome is greater than the individual contribution.
 - A manager performs the various functions simultaneously.

FUNCTION AND ORGANISATION DEVELOPMENT:

- Organisation development is the process of improving organisation. The process is carefully planned and implemented to benefit the organisation, its employees and its stakeholders.
- The client organisation may be an entire company, public agency, non-profit organisation, volunteer group or a smaller part of a larger organisation.
- The client and consultant work together to gather data, define issues and determine a suitable course of action.
- The organisation is assessed to create an understanding of the current situation and to identify opportunities for change that will meet business objectives.

GREINER'S DEVELOPMENT MODEL OF A COMPANY:

- He emphasises that every organisation go through 6 stages of growth and needs appropriate strategies and structures to cope.
- It is a descriptive framework that can be used to understand why certain management styles, organisational structures and coordination mechanising work and why some don't work at certain phase in the development of an organisation.
 - a. Growth through creativity, start up company entrepreneurial, informal, communication, hard work and low earning.
 - b. Growth through direction, sustained growth, functional organisation structure, accounting, capital management, incentives, budgets, standardized process.
 - c. Growth through delegation, decentralised organisational structure, operational and market level responsibility, profit centres, financial incentives, decision making is based on periodic reviews, top management acts by exception, formal communication.
 - d. Growth through co-ordination and monitoring formation of groups, through reviews of formal planning, centralisation of support functions, corporate staff



- oversees co-ordination, corporate capital expenditures, motivation through lower level profit sharing.
- e. Growth through collaboration, new evolutionary path, team action for problem solving, cross functional task teams, decentralised support staff, matrix organisation, information systems, team incentives.
 - f. Growth through extra-organisational solutions (mergers, holdings, networks of organisation).

COMMUNICATION AND RELATIONSHIP:

- All kinds of communication includes within an organisation.
- Internal communication may be oral or written, face to face or one to one, or in a small group.
- Effective internal communication can be downward, upward and horizontal.
- *Communication is defined as an exchange of information. True communication requires a two way process. Information can be presented orally, through writing, face to face.*
- Listening to employees (an integral part of two way communication) enables management to identify strength and weakness, which helps in the process of decision making.

FEATURES OF GOOD INTERNAL COMMUNICATIONS:

- Internal communication should be:
 - a. Transparent and timely
 - b. Clear
 - c. Concise
 - d. Informative
 - e. Independent
- Internal communication practitioners should adhere the values such as:
 - a. Openness
 - b. Honesty
 - c. Two way communication

