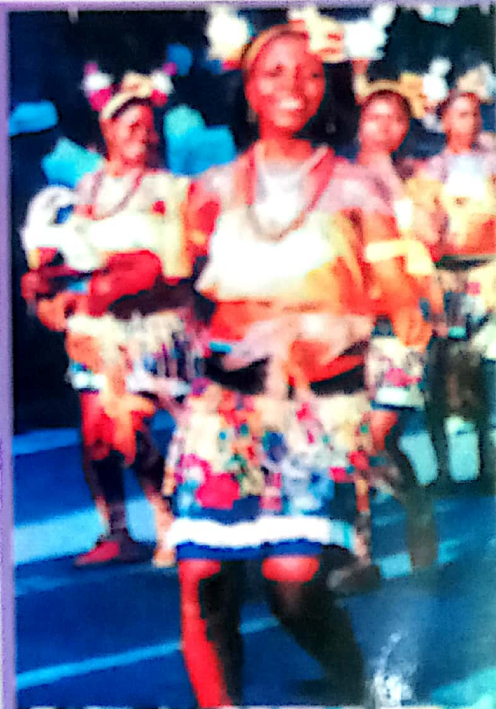
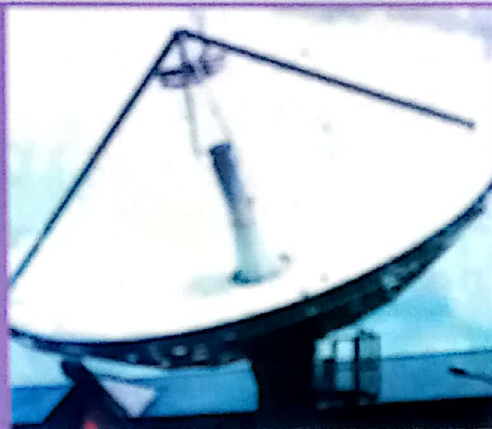


**K.O NWORGU**

# **UNDERSTANDING MASS COMMUNICATION**

*Concepts & Applications*





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# Chapter Ten

## MEDIA MANAGEMENT: AN OVERVIEW

By  
OGEITEN BRICKINS OGBEMI

### INTRODUCTION

When was the last time you spent 24 hours without the media? , asked Biaga (2005). From the moment you get up in the morning until the time you go to bed at night, the media are waiting to keep you company. This underscores the importance of the mass media in our lives. A lot of people are in the employment of media organisations, there are some people investing in media business. Media is now a big business and for any business to succeed it has to be well managed.

Many people, including Utomi (1994) make the mistake of assuming that businesses are just organisation set up to maximize profit in the production and exchange of values for the owners. Most of them neglect the salient point that modern businesses have as one of their primary objectives, "as continuing to be in business" which does not just involve making profit. One of the things that can prevent a company from continuing to remain in business is bad management.

In the present day fast moving business world, organisations are constantly evolving, and the role of the modern business manager is becoming ever more diversified. The majority of organisations have undergone radical changes, often prompted by economic pressures and the twin demands of increased efficiency and productivity, and also by information technology which has enabled tasks to be carried out in seconds rather than day. Organisations are most often under pressure to deliver better and quality results and managers are naturally in the firing line because of the aggressive competing marketplace.

The most successful business managers are the most enterprising one who have recognised the need to adapt to change by continually re-examining and reviewing the way they work, by developing as wide a range of skills as possible and by updating these skills (Heller and Hindle, 1998). Like any other business, good management applies to the media industry. Gone are the days when all it requires to run a media organisation is a good knowledge of journalism. Media management is essential and now a course studied in journalism schools.



The editor's job, whether in the print media, electronic media or book publishing has changed significantly around the world in the last few decades? In any media organisation, the editor is no doubt the key person who is responsible for the day to day management of the newsroom. Apart from these traditional editing roles, there are new difficult demands on the editor. These according to Dimkpa (1997) citing Giles (1991) include:

- The need to be effective in running a team that is ambitious, well educated and sophisticated in its expectation of sensitive management;
- The need to help staff motivate themselves and to see their human potentials with the same eyes that they creatively use in recognising a good story;
- The need to let staff know where they stand through regular evaluation that is objective and related to their job;
- The need to execute changes in news content and news focus based on marketing, socio-political and readership, viewership and listenership researches;
- The need to participate in the responsibility for the profit and marketing strategies of the organisation.

The editor therefore has to be a good manager to be able to carry out new demands. An understanding of the management is necessary to really understand media management.

### **What is Management in the Media?**

Management can be viewed from different perspectives. As a collective noun, management refers to a certain group of people within an organisation. It can also be looked at as a process of performing certain specific functions to run an organisation. Management can also be considered as a science, as an art, as an academic discipline or field of study and as a profession (Keritner, 1980). The by which people do things. As people, management comprises those who guide actions in organisations towards the achievement of the ends or goals for which the organisation is established (Akpala, 1993).

Expatriating further on this, Mullins (1999) said management can be regarded as involving people, looking beyond themselves and exercising formal authority over the activities and performance of other people. For our purpose, we can therefore regard management as:

- Activities taking place within structured organisational setting and with prescribed roles;
- Directed towards the attainment of aims and objectives;
- Achievement through the efforts of other people using systems and procedures.



From the above, it can be seen that management is organised, structured and directed towards the attainment of specific aims and objectives. To further understand the concepts of management, we shall look at various schools of thoughts and their management theories.

Management scholars like Frederick Taylor (1856 – 1915) and Henri Fayol (1841 – 1925) and classical management schools, such as Robert Owen (1771 – 1858), Mary Parker Follet (1868 – 1933) Elton Mayo (1880 – 1949) and Douglas McGregor (1906 – 1964) of the Behavioral management school and others of the systems management school have come up with various theories on how to get the best out of workers, but the general consensus among them is that the workers (human resources) are very vital to any organisation and to effectively and efficiently utilise them, the manager has to adopt various methods, including adequate motivation to make them produce optimally. The media management is not an exception. Whoever is at the helms of affairs, whether the editor, publisher or any other title with which he is referred to, must not ignore the need to manage the human and material resources at his disposal and how well he does this will determine whether he fails or succeeds.

The three dominant management theories in the history of management are the classical, behavior and system theories earlier mentioned. The classical management theory represented by Taylor and Fayol emphasizes the efficient utilization of resources and productivity. According to the theory, people's needs and feelings are secondary. Hence, when the employees' concern is not given adequate attention, the important thing to management is that the organisation is productive. Fayol who is regarded as the greatest contributor to this school said that the ability to be a manager was not a personal talent, but a skill that could be taught. He propounded 14 principles as guide to managers. These are **Division of Work, Authority and Responsibility, Discipline, Unity of Command, Unity of Direction, Subordination of Individual Interest to General Interest, Remuneration of Personnel, Balanced Centralisation, Chain of Command, Order, Equity, Stability of Tenure of Personnel, Initiative, and Espirit de Corps.**

The Behaviour theorists, represented by Owen, Parker, Mayo and McGregor are more concerned with interpersonal relationship between management and workers. Their emphasis is that managers and management should view employees as assets to be developed and worked with. This is the only way to get the best out them and increase productivity. The system management theory on the other hand, stressed that the internal and external environmental factors are not an integral part of the work. Organisations, according to this theory are systems or part, each of which makes a contribution to the operation of the organisation and each is dependent on other aspects of the system for its own needs. For the system to function properly, the sub-systems must function



effectively. Organisations are parts of large systems such as societies and economic systems while groups and individuals are for growth, stability and interactions.

The three theories above give a detailed explanation of the complex structure and nature of running an organisation. The salient points that must be noted are the fact that human resources are very important in running any organisation. Men are not machines or robots that can just be used. They have to be motivated and their feelings, needs and likely reactions have to be critically considered in the process of decision making. Being insensitive to the needs of workers could be disastrous for any organization. Management should look into their strengths and weaknesses. These must be taken into consideration in dealing with them. This theory also applies to media organisations which are basically the same with other modern organizations. The issues of human skills are important, but the good editor and manager must also possess technical skills to function well. This should also be followed by good human relations which is very important to carry staff along.

Dimkpa (1997: 14 -15) citing Gray said that for editors and reporters, whether in the electronic or print media to succeed, the following principles will be of immense help. These are: that people are different; there is no one best way personalities cannot be changed; Behaviour can however be changed, since perfection with people is impossible and natural off at the end motivation is more powerful than artificial one. As an aid, the manager in any organisation can apply the acronym zero - POSD CORB coined by a management scholar, Luther Gullick. The letters making up the word, POSDCORB represents the following activities:

- P - Stands for Planning:** In the media organization, this involves arranging for the establishment of the organisation and how the necessary tasks to publish or broadcast can be carried out;
- O - Stands for Organisation:** This involves building up the appropriate structures of authority upon which the entire work to be done are arranged into well defined sub – divisions;
- S - Stands for Staffing:** This involves appointing suitable persons to the various positions in the organization, as well as, all aspects of personnel management;
- D - Stands for Directing:** This involves making appropriate decisions and giving effect to these decisions through the issuance of orders and instructions to guide members of staff in the performance of their duties.
- CO - Stands for Coordination:** This involves inter –relating the various parts of the work being done and fore stalling wastages, duplications, over lapping and conflicts in the organization;



- R - **Stands for Reporting:** This involves putting in place an appropriate communication channels which would facilitate the process of keeping both superior and subordinate informed of what is going on in the organisation as well as making appropriate arrangements for the collection of information through inspection, research and records.
- B - **Stands for Budgeting:** This involves all aspects of financial administration (Tonwe, 1994:24 – 25).

### The Mass Media

"A medium" according to Turrow (2003:6) is "part of a technical system that helps in the transmission, distribution, or reception of messages. It helps communication take place when senders and receivers are not communicating face – to – face". Media is the plural for medium and mass media involve the dissemination of information to a mass audience. The term mass media, according Akpoveta and Ogbemi (2006) literally means all the various means of reaching out to a mass audience for the purpose of communication. It could, however, be technically looked at as the entire field of mass communication comprising books, newspapers, radio, magazine, television ,films, records, audio tapes and so on. Mass media can be classified into print media, electronic media and publishing.

The print media is particularly for people that are literate and can read and write. It is usually referred to as the elite media. It generally involves printing which is the pressing of ink on paper. The mechanism of printing involves the use of types, blocks, plates, machines and so on to press words, pictures and some other legible surface. Newspaper, magazines, leaflets, brochures, tracts and other readable materials can be provided through the printing process (Akpoveta and Ogbemi, 2006).

The electronic media, according to George (2000) is different from the print media in the sense that it has added advantage of sound. It involves the conversion of oral and/or visual signals into electrical impulses before they are reconverted into their original oral or visual state by means of special techniques. They include television, radio, telephone, videos, records, computers and internet, telex e.t.c. Television however has the advantage of video and audio.

On the other hand, publishing is the process of production and dissemination of literature or information – the activity of making information available for public view. In some cases authors, may be their own publishers. Traditionally, the term refers to the distribution of printed works such as books (the "book world") and newspapers. With the advent of digital information systems and the internet, the scope of publishing has expanded to include electronic resources, such as the



electronic versions of books and periodicals as well as websites, blogs, games and the like (Wikepeida, 2008).

### Functions of Mass Media

The management of the mass media will be better understood with knowledge of the functions the mass media perform in any society. The functions of the mass media are practically the same in every society. However, the type of press system practised in a particular society will to a large extent determine the functions performed by the mass media in that country. Akpoveta and Ogbemi (2006) citing Laswell (1948) selected three principal functions of the mass media to include surveillance of the environment, correlation (interpretation/explanation) and transmission of social heritage (socialization). These functions have however been expanded by other communication scholars. Okon (2001) citing McQuail et al (1992) sectionalized them as follows:

#### Category 1

##### ✓ Information

- Finding out relevant events and conditions in immediate surroundings, society and world.
- Seeking advice on practical matters and opinions and decision choices.
- Satisfying curiosity and general interest.
- Learning, self education.
- Gaining a sense of security through knowledge.

#### Category II

##### ✓ Personality Identity

- Finding reinforcement for personal values.
- Finding models of behaviors.
- Identifying with values.
- Gaining insight into oneself.

#### Category III

##### ✓ Integration and Social Interaction

- Gaining insight into circumstance of others, social empathy.
- Finding a basis for conversation and social interaction.
- Having a substitute for real life companionship
- Helping to carryout social roles.
- Enabling one to connect with family, friends and society.

#### Category IV

##### ✓ Entertainment

- Escaping or being diverted from problems.



- Relaxing.
- Getting intrinsic cultural or aesthetic enjoyment.
- Filling time.
- Emotional release.

Another communication scholar Uyo (1987:91) has summarized the functions into an acronym **PENIISE**:

<b>Persuasion:</b>	Messages primarily to convince and convert its receivers.
<b>Education:</b>	Messages primarily to instruct and teach.
<b>News:</b>	Messages primarily to acquaint audience with some recent event.
<b>Information:</b>	Messages designed primarily to enrich receivers stock of knowledge.
<b>Interpretation:</b>	Messages primarily designed to explain issues and problems involved in events (already known).
<b>Selling:</b>	Messages primarily aimed at inducing buyers.
<b>Entertainment:</b>	Messages Primarily for amusement.

From the functions of the mass media stated above, there is no doubt that the mass media perform very important functions in society. In the process of performing these functions, the mass media also get involved in big business and its operations have become big business in the world as they meet people's various needs.

### **Organisation Structure of the Mass Media**

Organisation of a business, therefore, refers to the arrangement of all parts (elements) of the organisation including the people and equipment in a way that the whole shall act as one body. To achieve this objective, all organizations including media organizations draw up an organisational chart. Organisational chart, Unamka and Ewurum (1995) further said is a schematic or pictorial representation of what happens in a business enterprise. It clearly states who does what and who is responsible for one function or another and who reports to who in the organisation.

For any media organisation, whether print, broadcast or publishing to carryout its functions efficiently and effectively, there must be an efficient and functional organizational structure. This arrangement allows for power to be given to people who hold various positions. Staff can only carryout their functions efficiently if the organisational structures are well defined. As Simon (1957) cited by Dimkpa (1997:40) puts it: "The important features of an organization is to be designed or structured including division into sections and units, number of levels, locations of decision - making authority, distribution of and access of information, physical structure, type of people recruited, what behaviour are rewarded and so



on". For media organizations to be able to achieve goals and meet meaningful targets there must therefore be good organisational structures.

The organizational structure in the print media is significantly different from that of the electronic or broadcast media. Also the structure of organisations exclusively established for publishing are also different. Basically, the print media organisation is structured depending on its ownership and size. Usually, a typical newspaper organisation has the publisher at the top of the organogram. In cases of private organisations, the publisher is usually the owner and in some cases he could also hold the position of Editor – in – Chief. In government newspapers, there is usually a Board of Directors that oversees the general administration of the paper. Under the publisher or the Board is the Managing Director or General Manager who is normally responsible for the day – to – day operations of the paper. Under him is the Editor – in – Chief who ordinarily recruits the Editor, and is responsible for the editorial department and all editorial matters.

Under the Editor – in – Chief is the editor of the paper who is responsible to the editor – in – Chief on all editorial matters. He is assisted by the Deputy Editor. On the same level with the **manager**, are **administrative manager**, **Personnel Manager** and **advertisement manager**. All these managers also have subordinates and they report to the Editor – in – Chief.

Below the deputy Editor are other editors like **news editor**, **features editor**, **chief sub – editor**, **women editor**, **sports editor** and so on. They also have subordinates like the features writers, stringers/freelancers and so on. This structure varies from paper to paper depending on the size of the newspaper, its financial standing or what management wants.

The structure in a typical magazine is normally slightly different from that of a newspaper. In a typical magazine, the Board of Directors is at the top of the hierarchy and the members are responsible for taking decisions essential for the functioning of the magazine. Below the board is the Chief Executive Officer and the Deputy Chief Executive Officer who are also members of the board and are responsible for the day to day operations of the magazine. Editorial matters are the responsibilities of the Editor – in – Chief and his deputy. Under the Deputy Editor – in – Chief is the General Editor, Senior Associate Editor, Associate Editor and Assistant Editors. Below this level are the Principal Staff writers, Senior Staff writers, Staff writers and Reporters/Researchers. Apart from the editorial department, there are also advertising, circulation, production, marketing, accounts, administration, special projects and library. As in a newspaper, there is no hard and fast rule about this. The structure of a magazine might also vary depending on certain factors like size, finance and ownership.



In the electronic or broadcast media, the structure is quite different from that of a newspaper. In case of radio and television, the major media are not normally the same because of the fact that television includes both audio and visual. However, the organogram are very similar with just slight differences. If the medium is owned by the government, the board is constituted by the government and this also applies to newspaper and magazines. However, if it is privately owned, the owner(s) are responsible for this. There are basically two broad sections in any radio and television stations. These are the programmes and news departments. They are ordinarily headed by Directors and Controllers depending on the organization. They are responsible to the General Manager who is in turn responsible to the board. The Director of programme is responsible for all programmes, while the Director of News is responsible for all news related matters.

Since the structures of the news and programmes departments are basically the same, we will just look at the news departments. Under the **Director** of News or News Director, there is a Deputy Director of News, and the Assistant News Director in that order. They are responsible for the overall management of the department. The Assignment Editor comes next and he is responsible for assigning stories to be covered. He is followed by the operations manager who may not be found in all departments, but has the responsibility of coordinating the technical needs associated with covering stories and events, such as the use of satellite time, live trucks, (for OB coverage) helicopter coverage and other logistics.

In the broadcast media, there are also executive producers who usually supervise a team of producers and help write and rewrite all stories that are aired. They are followed by the producers who ensure that all the news to be cast are properly put together and organised to provide tight and coherent production. Next are the anchors who are considered to occupy the most glamorous and authoritative positions in the news department. They deliver the news by writing an introduction to stories gathered by reporters. The **anchors** may also be referred to as the news casters. The Reporters are the group that follows news stories and they are the most visible members of the news department because their work requires regular contact with the community they serve. Their jobs include writing stories, working with the production personnel in the shooting and editing of their package, and keeping in touch with producers. Others in the news department are the **photographers** and **editors**. Production personnel are very important to the news operation. In televisions, camera operation bring life to the news story with pictures of news events, while in radio, reporters gather their own interviews and handle their own editing. (Alharran, 2002:238 – 240). It must again be emphasized that this structure does not apply to all radio and television stations. There are a lot of factors that determine the structure of a



particular broadcast medium and these include ownership, finance and management among others. The structure of any media organisation, whether print or broadcast is very crucial for its success.

### **Ownership Control and News Management**

The issue of ownership plays an important role in media management. Whether it is privately owned or owned by the government, the hackneyed saying that: "He who pays the piper, dictates the tune", can not be ignored. As Agbese (1995:14) puts it: "No publication, no matter how independent it may claim to be, can escape serving certain vested interest, either knowingly or unknowingly. These interests may be commercial, tribal and even religious. The result is secondary to certain interest".

The debate on ownership and control has been there right from the colonial era when the first newspaper Iwe Irohin was established by Reverend Henry Townsend in Abeokuta as early as 1859. Recently, when the former Executive Governor of Delta state in Nigeria, Chief James Ibori was arrested by the Economic and Financial Crimes commission (EFCC) and charged to court for allegedly being involved in money laundry, the Delta state owned newspaper The Pointer and the state owned radio and television stations hardly reported any news about the incident which by any standard can be said to be very news-worthy. The newspaper (The Pointer) only reported that Ibori's telephone set was stolen in the Kaduna prison. The well-respected "**The Daily Independent**" newspaper in which he has an interest however reported news about the incident which made headlines in other papers. This at least shows some editorial independence on the part of the Daily Independence.

According to Dominick (2002) owners and publishers can exert editorial control over news policy in several ways. They can hire only those who agree with their editorial views. They can also hire people who produce stories that the owner does not like, or they can issue orders to downplay some topics, while paying large amount of attention to others. The ownership of the press has always affected news management. When the early press in Nigeria was owned by missionaries, the focus was religious news, evangelism and the propagation of the gospel. During the colonial period, the colonial masters used the media to further colonialism and to protect the colonial masters. Even the nationalists who owned newspapers also used them to promote and project themselves and their political ambitions. A look at the various press theories show that either in an Authoritarian, soviet-communist (totalitarian) libertarian, social responsibility System or others, ownership affects news judgment and management.

Joseph Pulitzer quoted by MacDougall and Reid (1987) said that a newspaper should seek what is original, distinctive, dramatic, romantic, thrilling, unique,



curious, quaint, humorous, odd, and apt to be talked about, without shocking good taste or lowering the general good tone and above all without impairing the confidence of the people in the truth of the stories or the character of the paper for reliability and scrupulous cleanliness. This may look good in theory but in practice a lot of other influences including ownership come in, in news management.

Since the mass media in Nigeria and other developing countries of Africa and Asia are mainly owned by government, special bodies, rich and influential individuals in society, it is mainly the ideas, views, opinions, programmes and inspirations of the owners that they feed to the people. It is of course mostly the owners that control and determine what the mass media disseminate to the reading, listening and viewing public. Most governments in developing countries want men who will do their biddings. It is people from their political camps that are usually appointed as chief executive, editors-in-chief, editors, news editors etc with little or no consideration for their qualifications, experience, and past performance on the job. Employments and appointments of wrong people bring about drop in standard, a phenomenon which has bedeviled the mass media in many developing countries.

The question however, is how the editor does or manager in charge of such a media organisation handle the ownership influence. Does he allow the owner to determine what comes into the paper, or what is aired or viewed? Does the editor carryout self-censorship to make sure the news published, aired or viewed does not displease the owners of media organization. This largely depends on the people managing the organization. There are examples in the history of journalism both in Nigeria and other countries of the world where people have been sacked, forced to resign or resigned voluntarily because they refuse to do their owners biddings. The editor has an option either to stick to professionalism and integrity or sacrifice them to keep his job.

#### • **Personnel Management in the Media**

Personnel or human resources management is very crucial in the management of any organisation. The quality of staff in any media organisation to a large extent determines its ability to achieve the set objectives. The fact remains that employees are the most important assets of any serious organisation. Following the process of careful selection, orientation, training, compensation and benefits programmes, and by providing a safe and responsible working environment, an organization will achieve alot. Managers who fail to properly manage human resources are constantly forced to deal with problems related to turnover, low morale and inefficient performance.



The responsibility of hiring qualified and competent editorial staff rests squarely on the shoulders of the Editor-in-Chief in the print media and the Directors in the electronic media. With their years of experience in the media industry, they can identify a good reporter once they see one. Although, the personnel department will eventually be involved in the recruitment process, it is the professionals whose views are very important.

According to Albarran (2002:125 – 126) there are a variety of internal and external approaches used in the hiring of editorial and other staff. These include recruiting internally, job fairs, applications on file and unsolicited applications, advertising, **employment agencies, consultants, head-hunters, colleges, (universities) and other educational outlets, word of mouth, internships** and other sources which include recommendations from other employees, **situation-wanted** adverts in trade publications, advice from professional organisations and local civic organisations can help managers to fill positions.

Whatever the method is used, the input of the Editors or Directors as regards the recruitment of staff for the editorial department is very vital and cannot be ignored. In the interview process, they have to be actively involved and it is their responsibility to arrange for proper orientation for the newly recruited editorial staff, no matter their status. They also come in during the process of performance reviews, promotions, termination of appointments and commendations. They are also additionally responsible for part-time employees (freelance) and the interns.

- ***Financial Management in the Media***

All organisations, including media organisations operate with a common financial goal-to earn profit on the products and services they offer. Even non-commercial entities, such as the government-owned media organisations must keep revenue ahead of expenses. In any business, success is measured primarily by the bottom line-the amount of profit or loss that remains after one deducts expenses from revenues. Owners of media organizations want to protect their investments and receive a favourable return. To do this, owners turn to managers for assistance and expertise in meeting fiscal goals.

The Editor-in-Chief or whatever title the manager is called in a media organisation must be conscious of this, and work towards this goal. He must be financially literate and must have basic understanding of financial management. Probably no other management task is more universal than the administration and decision making associated with preparing budget and controlling revenue and expenditure. The editor must be able to prepare and defend the budget for the editorial department, or the whole organisation judiciously. Other tasks and responsibilities can be delegated, but he remains directly responsible for financial



matters as it concerns his department (Albarran, 2002). A report in a Nigeria newspaper said that the Los Angeles Times fired its top editor after he rejected a management order to cut \$4 million from newsroom budget, four months after his predecessor was also ousted in a budget dispute. James O'shea, the fired editor is the third Times' editor to leave the paper since 2005, all of them departing in disputes with management over how much to cut in news budget (The Punch, 2008). The above shows how important the issue of financial management is in the media organisation.

• **Ethical Issues and Editorial Policy in Media Management**

Unlike lawyers, doctors and accountants in Nigeria, journalists have no written code of ethics that is generally obeyed and sanction imposed on those who violate them. There is however the new code of journalists jointly signed in march 20, 1998 by Nigerian Press Council, Nigerian Guild of Editors, Newspapers Proprietors Association of Nigeria and the Nigeria Union of Journalists, although, its implementation has been difficult because of internal squabbles.

For this reason, most journalists are situational ethicists. In other words, they believe each situation must be evaluated to determine what is right and what is wrong. An editor who is a situational ethicist may well break the 'medium's rule not to use a juvenile's name. When the editor encounters a situation in which it seems to make sense to do so – when public good is served – the name goes into the paper or newscast. Two other schools of ethics are common. These are the deontological and the teleological schools. In deontological ethic, it is the person's duty to do what is right. Those that adhere to this theory of ethics are often called absolutists. A reporter in this category will never do anything he considers unethical to get a story no matter how good it is. In teleological ethics, the consequences of the act not the act itself makes an act ethical. So, it may be virtuous for a reporter to pose as a shop owner and offer bribes to health inspectors for the purpose of catching unethical inspector. (Baskette, Sissors and Brooks, 1997, 37).

Editors face ethical dilemmas on daily basis as they judge which story to use or not. The decisions are difficult ones, even for experienced editors. The advice is that junior editors should defer to their superiors on decisions about whether to use such information that involve serious ethical decisions.

Media organisation standardise behaviour in two ways: through operating policies (which spells out standards for everyday operations) and editorial policies (which identify company's position on specific issues). Many media organisations also utilize the Ombudsman, a practitioner internal to the company who serves as "judge" in disputes between the public, and the organisation. Some media organisations subscribe to the small number of existing media



councils, panels of people from both the media and the public who investigate complaints against the media from the public and publish their findings. These mechanisms of normative ethnics are a form of self – regulation designed in part to forestall more rigorous or intrusive government regulations. (Baran, 2002:458).

It is the usual practice, in media organizations, Dominick (2002:486) explains further to have policy statement that takes two distinct forms. Operating policies cover everyday problems and situations that crop up during normal functioning of the organization. Editorial policies are guidelines that the organisation follows to persuade the public on certain issues to achieve specific goals.

Operation policies vary from one organisation to another. In general, however, the policies cover such matters as accepting freebies, using deception to gather information, paying newsmakers for a story or exclusive interview (Cheques book journalism) taking junkets, conducting electronic surveillance, using stolen documents, accepting advertising for x-rated films, and deciding whether to publish the name of rape victims. Also covered are outside employment of the reporters and editors and other conflict of interests.

The editorial policy of media organisations will exert certain amount of control over the material that is used. This, of course the media has a perfect right to do. There may be times, however, when the editorial policy of the organisation spills over on to its news reports and might cause a problem with its reputation for objectivity, responsibility, and its integrity. Ethical issues in media organisations are therefore guided by set down policies and the ethical school of thoughts which the editor or reporters belong to. (See New Code for Nigerian Journalist).

#### • **Leadership and Motivation in Media Management**

Leadership, simply put refers to the management function of directing that gives direction and purpose to communicating and motivation for organisational performance. It must be noted that leadership is not the same thing as management. Leadership is a narrower concept and unlike management that concerns people, materials and money, it involves just the influencing of people in the organization. Leadership is more concerned with the influence of the person over another in achieving goals. A leader shows the way by example and pulls the follower along the desired path to be followed. Leadership can trigger off a person's will to do and transform lukewarm desires for achievement into passions for successful accomplishment (Akpala, 1993: 127).

The problem of how the modern manager can be "democratic" in his relations with subordinates and at the same time maintain the necessary authority and control in the organization for which he is responsible has come into focus increasingly in recent years. Earlier in the century, this problem was not so



acutely felt. The successful executive was generally pictured as decisions maker and inspirator to the subordinates. People tended to think of the world as being divided into "leaders" and "followers". Things have changed over the years. The leader has to carry along his subordinates. He has to be charismatic and be able to show the way for his followers to follow and must be able to transform his subordinate to performers. In a media organisation, leadership is one of the functions of management that enable the organisation to keep its audience or leadership through performance. More importantly, he must be a motivator. The functions of the leader therefore, according to Dimkpa (1999) are to achieve organisational objectives. The editor as a leader must be aware of the demands placed on him to achieve organizational objectives by adapting to new situations - nature of news demands, constant shifting of gears as situation changes.

Management the world-over recognises motivation as a major responsibility and it is anything that stimulates people to act, to achieve in a better way than any stated objective. Motivation involves intangible psychological factors and not only physical tangible things like money. Things that motivate include effects of the situation, the inner drives, the needs, and objectives or goals of people. The editor or leader should be able to identify these things and effectively exploit them to motivate his subordinates.

There are various theories of motivation. There are however two that have become very popular. These are the Maslow's Hierarchy of Needs and the McGregor's Theory X and Theory Y. The Maslow Hierarchy of Needs states that needs should be arranged in hierarchical order. It is in a form of pyramid with the least important needs satisfied before the most important, fundamental and essential ones being satisfied. Maslow, a clinical psychologist arranged the needs in the following order. At the bottom are the physical needs which consist of **food, clothing and comfortable shelter**. These are followed by the safety needs which consist of **security and avoidance of harm**. Next to these are the social needs which are made up of **companionship, love and affection and group membership**. The next are esteem needs made up of **self recognition and sense of accomplishment**. Finally at the top is self realisation which is reaching the **point of creativity and self expression**. Since the needs of people are not the same, the manager or editor must provide opportunities for varying need separation and goal attainment in the work environment. This, of course, demands great skill, expertise and experience.

McGregor Theory X and Theory Y state that every management action or decision is an assumption about human nature. An understanding of the theories will certainly help the editor in managing and supervising the work output of their subordinates.



The key assumptions of **Theory X** according to McGregor (1960) cited by Dimkpa (1997:62) are:

- ✓ Work, if not downright distasteful, is a chore to be performed in order to survive;
- ✓ The average human being has an inherent dislike for work and avoids it if he can;
- ✓ Because of the dislike for work that characterise most people, they must be coerced, controlled, directed, or threatened with punishment to get them to put adequate effort towards the achievement of organisational objectives;
- ✓ The average human being prefers to be directed, wishes to avoid responsibilities, and has relatively little ambition, wants security above all.

**Theory Y**, on the other hand, according to him makes the following assumptions.

- ✓ The expenditure of physical energy and mental efforts in work is as natural as play or rest;
- ✓ External control and the threat of punishment are not the only means of bringing about effort towards organizational objectives. A person will exercise self direction and self control in the service of objectives to which he or she is committed;
- ✓ Commitment to objectives is a function of the rewards associated with achievement;
- ✓ The capacity to exercise a relatively high degree of imagination. Ingenuity and creativity in the solution of organizational problems is widely, not narrowly, distributed in the population;
- ✓ The average human being learns, under proper conditions, not only to accept but to seek responsibility;
- ✓ Under the conditions of modern life, the intellectual potentials of the average human being are only partially utilized.

From the above what a good manager or editor in a media organisation should do is to apply close-supervision where it applies and loose-supervision in order situations. It should not be assumed that people who fall under **Theory X** are bad, while those that fall under **Theory Y** are good. It does not necessarily follow. The basic lesson here is that managers and editors should try to understand human nature and use both theories in situations where they apply. There are other theories including the Hertzberg's Two-Factor Theory which apply to motivation. Hertzberg's Two-Factor Theory shows two different categories of needs that affect human beings. Managers should have knowledge of these theories to be able to properly use them to motivate their staff.



## The Editor as a Manager

When considering the tasks involved in the role of the editor in either the print or the electronic media or in book publishing outfit, two words readily come to the mind-many and varied. The nature of the editor's job has changed over the years. Although the editor is essentially seen as the man who makes sure the newspaper or magazine gets published, news and programmes are listened to and viewed in the electronic media and books are published, there is an increasing shift towards finance, personnel and control issues. New demands are being added which extend the role further into the realms of the manager.

The development of greater financial control and responsibility means that, as with other businesses, budgeting is a major consideration in the life of the media and impacts obviously on the level of resources, which the media can access, and upon the staffing structure. Effective management, often creative in nature and always in consultation with owners of the media organisation is essential for the smooth running of the media organisation. This of course is not uncommon for any business manager, but the editor has an added responsibility to work in the best interest of both the audience and the owners of the organisation.

As editors, the management tools of **clear target, related job description and appraisal** are used to monitor performance and progress. However, it is essential to create a climate in which staff feels motivated to succeed and an atmosphere in which they are working as a team towards shared goals which will ultimately improve the quality of news, books and programmes to viewers, listeners and readers. Monitoring targets that have been set and performance in achieving them is becoming a major part of the editors' role. Indeed, monitoring of all aspects of operations is essential, with emphasis on budget monitoring. Once the budget has been set, it is a constant balancing act between maintaining adequate staffing levels and purchasing high quality resources (Mullins, 1999).

Additionally, the editor's role, according to Egbon (1991: 103) is to give staff vision and ability to perform. He is responsible for accomplishing the objectives and policies of the media organisation; effectively directing the people and materials. The Editor plans, organises and coordinates the work of other junior editors. He also briefs other departmental heads on the details of accomplishing the plan that he has formulated. The editor also watches over costs, enforces policies, prepares and presents reports to management.

Likert and Likert (1976) affirm that who a manager is can be defined only by that person's function and by the contribution he or she is expected to make, and the function that distinguishes the manager above all others is the function to make or give others vision and ability to perform. It is vision and moral responsibility



that, in the last analysis define the manager. The editor therefore has to have vision and contribute substantially to the overall growth of the organisation.

### Problems in Media Management

The problems of media management in Nigeria are not significantly different from that of other developing countries of the world. The problems range from physical characteristics to personnel. Physical factors range from the tools to work with, **high cost of paper, legal issues** and so on. There are economic, political and social constraints. There are also national regulations set by media regulation agencies. One major problem that must be highlighted here is that of deadline which must be adhered to broadcast and publish timely news. No longer do many editors and reporters pretend that the news does not involve their interpretation, instead they are conceding to intelligent, compassionate and illuminating interpretations. Thus, the demands of reporting are growing, but so are the rewards for reporters, financially and otherwise. The editor therefore has to tackle this problem with his managerial skills to strike a balance between deadline and qualitative reporting.

Another problem that most media organisations have to contend with is that of the development of information technologies. With the development of ICTS things have dramatically changed and things that usually take days are now done in seconds. Exactly, how the media firms utilise the internet, for instance, varies from organisations to organisation, but essentially management must decide between maintaining an internal unit or department responsible for web management, or out-sourcing of the responsibilities to an outside vendor. Unfortunately, most media organisations in Africa and Nigeria in particular have not really caught up with the ICTS craze.

There are a lot of legal constraints, which media managers also face. These include the laws made by various dictatorial governments to keep the press in check. There are also normal laws like Defamation (Libel and slander), Official Secret Act, Sedition, Law of Privacy, Copyright, Law of Obscene and Indecent publication and so on which the media must contend with. The editor or manager in any media organisation has to pay serious attention to them if he is to operate as a successful manager.

Marketing and circulation problems are also crucial and every manager must pay serious attention to them. The fact is that news sells the paper or the station but advertisement sustains it. The commercial aspect is very important for any editor or manager because without finance the media organisation cannot survive. There is also the problem between the editorial department and the advertisement people on the issue of space and air time that will be allotted to news and advertisements. There are numerous problems faced by the media



manager and the way a particular manager handles these will determine whether he fails or succeeds.

### Conclusion

The important of the media in the national development of any county cannot be overemphasised. The statement of a former American president further amplifies the important. It was President Thomas Jefferson who said that he would prefer a press without a government to a government without a press. It is because of the important role that mass media plays that they are referred to as the **Fourth Estate of the Realm**.

For the press (media) to effectively perform its numerous functions, which include information, education, surveillance, socialisation, opinion moulding, and entrainment and so on, it needs good and effective management. This involves intelligence, professional training, personal integrity and a commitment to the growth and development of the industry and the community.

Management is a science and an art. The editor must therefore be a leader capable of exerting social and professional influence on members of his staff to achieve the purposes for which the media organization is established (Egbon, 1991). The mass media, whether print or electronic are like other organisations and modern management techniques have to be employed in their management. There is need therefore for editors and other media managers to be trained in organisational management. This is the only way that media organizations can survive in the very innovative and competitive fast-moving business world. Knowledge of media management is therefore important and compulsory for all media managers.



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