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MANAGEMENT THEORIES AND BEHAVIORS IN MEDIA AND COMMUNICATION STUDIES

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Abstract:-The first decade of the new millennium has been perhaps the most riotous period for mass communication, especially in India. The proliferation of media channels and mobile telephony has been unprecedented. In the area of mass communication, the term theory is often liberally defined. New paradigms, conceptual frameworks, models, normative theories, and, of course, actual theories are all frequently referred to as “theory”, although they represent very different constructs. As traditionally defined in science, a theory is a systematically related set of statements about the causes or relationships fundamental observable phenomena. Theories are developed by abstracting from observation and are confirmed through concerned experiments designed to test hypotheses related to a theory. The result is often the development of law-like generalizations about underlying causes and relationships. The purpose of a theory is to increase scientific understanding and temper through a systemized structure capable of both explaining and predicting phenomena. Thus, accepted theories become a part of our understanding and are the basis for further explorations of less understood areas. Theories intend to develop models used for predictions of future behavior and consequences, but they need to deal with complications of the unpredictability of individual humans and social groups. Although most of the theories and conceptual frameworks from which media management research draws are based in organizational studies, the field of media management is distinctive in a number of ways. Media organizations produce information products rather than substantial products, and the underlying economic characteristics of information products differ from those of other types of tangible goods in critical ways. These fundamental economic characteristics are related to crucial differences in demand, production, market, and distribution conditions, creating a very different management environment than what is found in many other industries. Most important, media products have extremely high social externality value because of the central role information and media content plays in economic, political, and social processes.

Keywords: Organization, Structure-Conduct-Performance, Resource-Based View, Market Research, Constructive Conflict Management, Leadership, Motivation, Political Economy.

INTRODUCTION

From an almost unrecognized position nearly three centuries ago, management has risen today to the central activity of our age and economy- a powerful and innovative force on which our society depends for material support and national well-being. The period between 1700 and 1850

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highlights the Industrial Revolution and the writings of the classical economist. The advent of the factory system during this period highlighted for the first time the importance of direction as a managerial function. Several economists during this period explained in their writings the concepts and functions of management. Adam Smith¹, for example, explained the concept and consequences of division of labour. Turgot² explained the importance of direction and control and Say³ was struck by the importance of planning. Because media are one of the critical infrastructure industries in society, media management practices have implications far beyond the purely economic concerns of corporate investors. Thus, while media management research shares with organizational studies a concern with financial outcomes, the field extends its focus to include study of the effects of organizational management on media content and society. This very feature distinguishes the field of media management from the field of organizational studies. Indeed, Ferguson argued that until media management scholars develop distinctive theories that go beyond economics and applied management, it will be difficult to argue that media management is a domain of inquiry separate from either mass communication or organizational studies. Even though media management aims to build a bridge between the general management theory and the specificities of the media industry, the field is far from being clearly defined or unified. Additionally it is underexplored and undertheorized. The subject of media management has been approached from media-related disciplines that are not necessarily anchored in the study of organizations such as media economics, political economy, journalism, and communications. This implies that the range of theories used in media management research is equally diverse.

OBJECTIVE AND IMPORTANCE:

- To be aware of the applied area of the theories in media management.
- To measure the frame required for sound media management.
- To understand the core issues of media in organizational term.
- To appreciate the minimize cost of material handling.
- To minimize delay and unlike circumstances.

ANALYSIS AND EFFECT:

Resources handling in media organization are basic problem. In that media industry material or resource is increase all over the space available. The handling and sound management of means also almost depends on the manpower. However, management theory and its applied sense contribute major role in this context to make effective media management. Some of the more commonly used conceptual frameworks used to study theory and behavior in media organizations include the following manner.

Premeditated management or strategic management has been the most widely used theoretical or conceptual framework in media management studies up to now. Numerous case studies and analyses have been conducted in an effort to understand why some media firms outperform others, which is the primary focus of strategic management research. Those studies have addressed such issues as explaining the strategy of media market concentration, adapting to changing market conditions and exploring strategic options for companies operating in various markets and regulatory settings. Two conceptual frameworks for studying strategic management are recognized as dominant. The first builds on industrial-organization concepts and what has come to be known as the media management and creative studies like structure-conduct-performance (SCP) framework. The SCP approach focuses on the structure of media industries and the linkage between an industry's structure and organizational performance and conduct. According to the SCP framework, the structure of a media industry (e.g., number, size, and location of firms) affects how firms behave like their individual or collective conduct. In turn, the industry's performance is related to the conduct of firms. For media management scholars, performance stands for both economic performance (the traditional measure in organizational studies) and social responsibilities that media need to fulfill for the betterment of a democratic organization and society. Actually, in this context, studies that have applied the SCP paradigm to the media industry are frequent. The second pull of strategic management research, known as the resource-based view (RBV), builds on the assumption

that each firm is a collection of unique possessions that enable it to conceive and implement strategies.

Resource-Based View strategies suggest that firms should discover those assets and skills that are unique to their organizations and cannot be imitated, thus protecting the organization with knowledge barriers. This approach is especially important and meaningful in the media industry due to the unique economic characteristics of information products. In a content analysis of media strategy research, identified an even split between the SCP and RBV approaches in strategic management research on media companies. A third important approach to studying strategic management that has emerged in the media management field is based on ecological function theory from the biological sciences. Niche or functional theory advocates that industries occupy market niches just as biological species occupy ecological niches. The theory has proved valuable in examining competition among media corporations for scarce resources such as advertisers and audiences. It also helps explain how sectors of the media industry acclimatize to new competition such as that from the Internet or other new media and technologies. Although the SCP and RBV approaches represent the most frequently used theoretical approaches to studying strategic management, the study of strategy covers a wide range of other topics. Market-entry strategy, branding, persuasion, joint-venture management, and new-product development are only a few of the more specific topics that can be conceptualized and studied as elements of strategic management. As research on the strategic management of media companies continues, the field may succeed in developing strategic theories specific to the media industry that take into account the special economic, social, and regulatory environments in which media industries and organizations operate. The primary approach in organizational studies to the study of issues of organizational structure has been the structural contingency theory. Structural media management theories describe the relationships between organizational structures and performance outcomes. Grounded in assumptions of economic rationality, structural contingency theory argues that organizations will adopt structures that maximize efficiency and optimize financial performance according to the specific contingencies that exist within the organization's market environment. Consequently, there is no single organizational structure that will be equally effective for all companies. Within media management research, structural contingency theory in its classic form has been little used. This may change in the future as the structures of media organizations grow increasingly complex through media consolidation and as variances in performance across seemingly similar media corporations become more evident. But if media thinkers have invested little effort in exploring the effects of organizational structures on economic performance, they have, instead, developed a related but unique stream of research. That research concerns the effects of media ownership structures on media content and organizational priorities. This research stream first emerged in the 1970s in response to consolidation in the newspaper industry and today continues to be a major focus of research. It concentrates mainly on the effects of newspaper chain ownership on media content as compared to independent ownership. The types of effects on content that have been studied have included endorsements of political candidates, editorial positions on current issues, hard news and feature news coverage, and coverage of conflict and controversy in the community. Although there have been some contradictory findings, most studies have concluded that ownership structures do affect content, although the mechanism by which that influence occurs continues to be debated.

More recently, the focus of media management research on ownership structures has shifted from comparing the effects of chain and independent ownership to comparing the effects of public and private ownership. This research suggests pressure from financial markets to maximize investor returns is reducing the resources publicly owned media corporations invest in newsrooms and content production. That, in turn, is presumed to reduce the quality of the news and entertainment products those companies produce, although the connection between reduced newsroom resources and reduced content quality has not yet been fully established. Finally, another related area of research concerning the impact of media ownership structures focuses on the effects of such structures on news managers' professional values and priorities, which are assumed to shape news decisions and the organizational resources invested in news coverage. Key to note is that the majority of research on the effects of ownership structures on media content has focused on

newspaper content. Relatively few structural studies have examined broadcast content also.

In the past two and half decades, the rapid movement of media companies into the global markets, including India, has spurred a corresponding surge in research on transnational media management and economics. The issue has paying attention for a number of reasons. There are many unanswered questions about how the kinds of consolidation and diversification involved in the global expansion affect corporate financial returns; how globalization impacts the content and quality of news, films, and other media products produced for a corporation's home market; how media management structures and practices shape the products and content produced for audiences in foreign markets; and, subsequently, how that content then impacts the politics, economics, cultures, and public interest in the countries that receive it. One of the challenges of transnational media management research is developing theoretical or conceptual frameworks through which the phenomenon can be studied. Because transnational management includes so many different management topics, there is no single theoretical base for approaching research. This problem is characteristic of international business research in general. Indeed, perhaps the only unifying conceptual element in transnational organizational research is the assumption that having operations in multiple national markets will affect organizations or organizational outcomes in some way. Research has tended to cluster around issues of organizational structure, strategy, and policy. Relatively few studies have addressed specific issues of functional management such as finance, cross-cultural personnel management, leadership, product development, and operational coordination. And few media management thinkers have yet ventured into studies of human agency in transnational media management such as how leadership, social networks, and decisions influence global media expansion, product development, and outcomes. The use of such a variety of conceptual and theoretical frameworks has created a rich and wide-ranging view of transnational media management issues. However, it also has created a smorgasbord of only marginally related findings that offer little in-depth understanding of any particular issue or phenomenon.

Culture is a powerful force within organizations. Organizational culture shapes decisions, determines priorities, influences behaviors, and impacts outcomes. It can be a source of organizational strength or a factor in organizational weakness. In media management, organizational culture became a topic of widespread research interest in the late 1990s and the early 21st century at least in part because journalists and financial analysts blamed organizational culture clashes for many of the problems that developed in major media corporations during that period at global level. The concept of organizational culture has its roots in anthropology. Actually, organizational cultures are the product of a number of influences including the national culture within which the organization operates, the long-term influence of the organization's founder or early dominant leaders as well as its current leadership, and the organization's operating environment. The Primary line of business in media industries, the technologies of production it employs, and the market environment in which it components of the operating environment. Thus, in the media industry, companies operating in the same industry sector, such as television stations, would be expected to share some characteristics of organizational culture because of the similarities in their products, markets, and technologies, while they would be expected to differ culturally from newspapers and radio stations for the same reasons. Within most media organizations, there also exist multiple professional and occupational subcultures. Professional cultures unite individuals within the same occupation, even though they work for different organizations.

The media management of innovation has been identified as one of the most critical areas of research for the field of media management and economics. This assertion was supported by a surge in published research on the management of technology and innovation in media organizations. Moreover, technological change is an inevitable and underlying force of progress in media industries. The strategic importance of managing innovations and, closely related to them, creativity and creative processes is discussed in subsequent chapters of this book. As yet, no consensus has developed among scholars regarding how media technologies are to be defined or classified, and such consensus is likely to be difficult, if not impossible, to develop in the future. The absence of consistent classification schemes almost certainly will hinder the development of theory in the study of media technologies. These definitional challenges notwithstanding, most research on technology

and innovation in organizations is grounded in some underlying assumption about the nature of the technology and its role in the organization.

The issue of leadership is the most neglected area of research and theory development in the field of media management. This is not to say that leadership is considered unimportant. Much of what is written by journalists is about the role that one or more media executives have played in controlling and managing media companies. But despite assumptions about the relationship between leadership and media organizations' behavior and performance, there has been very little systematic research by media management scholars on leadership behavior and effects. Although, the number of scholarly studies of media leadership that have used primary data and have been published in media management journals has been surprisingly small. Within organizational studies, leadership incorporates a fairly wide array of topics, all of which are focused on issues of human behavior. These issues include leadership traits and styles, follower traits and styles, leadership contingencies and situations, decision-making styles, communication styles, motivation and job satisfaction, the acquisition and use of power within organizations, and managing change, to name just a few. Most theories of leadership and associated subjects are based in psychological theory. In relevant concern motivation is another area of leadership research that has been largely ignored by media management scholars. The single area of motivation that has been seriously examined in the field is job satisfaction among journalists. The market and media research shows that among journalists, the factors that contribute to job satisfaction vary by age and industry sector. Journalists tend to be intrinsically motivated and focus more on professional values than organizational values. An area of leadership research that began attracting attention from media scholars early in the 21st century is change management. In a changing economic, regulatory, and technical environment, change has become almost the only constant in the organizational environment of media companies. Indeed, many economists and organizational scholars believe that only organizations that are able to constantly change and adapt will succeed in the 21st century. Given the prevalence of change in the media industry, there clearly is a need for more research on change management, job satisfaction, and motivation issues. Other aspects of leadership such as power, decision making, and communication have, as yet, attracted little attention from media management researchers. Research on these topics would contribute immensely to understanding the factors of human agency that shape media content and organizational performance.

CONCLUSION:

Overall, in this his article presents a selection of dominant theories used in media management research. As the media sector experiences unprecedented transition, many paradigms and assumptions may suffer erosion. Media management and economics as a subfield of the mass communication field is, by any measure. Moreover, as a specialized area within a much larger discipline, media management is the focus of only a small group of media thinkers when compared to mass communication as a whole or to organizational studies. Nevertheless, it has made remarkable progress in the development of theory in several areas. The strategic management of media companies has drawn the most consistent attention from scholars, resulting in the development of a strong body of research on the structures of media markets and the strategic management of the resources that media companies control. Although much of the research has been less systematic than necessary for theory development, work on media market niches is just one example of theoretical development in the area of strategic management that has contributed significantly to understanding the behavior of media companies. Another area in which media management thinkers have made a unique contribution to theory development is the implications and effects of organizational and corporate structures on media content.

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