

NATURE AND PROCESS OF MANAGEMENT

Management is universal

- Management is needed in every form of group activity- family, club, government, an army or a business enterprise.
- Approach and style of management may differ from one organisation to another.

1. Management is purposeful

- Management exists for the achievement of specific objectives.
- It means towards the accomplishment of pre- determined goals.
- All activities of Management are goal oriented.
- The success of Management is measured by the extent to which the desired objectives are obtained.

2. Management is an integrative force:

- The essence of management lies in the coordination of individual's effort in to a team.
- Management reconcile the individual goals with the organisational goals.
- It integrates human and other resources.

3. Management is a social process:

- Management is done by the people through people and for the people.
- It is a social process; therefore it is concerned with interpersonal relationship.

4. Management is Multidisciplinary:

- Deals with human behaviour under dynamic conditions.

5. Management is a continuous process:

- It derives wide knowledge from several disciplines like engineering, sociology, psych, eco, anthrop etc.

6. Management is intangible:

- Management is an unseen or invisible force. It cannot be seen but its presence can be felt everywhere in the form of results.

7. Management is an art:

- It contains a systematic body of theoretical knowledge and it also involves the practical application of such knowledge.
- **Media management is defined as a process by which individuals work with and through other people to accomplish organizational objectives.**
- Media is not a static concept but a dynamic process involves many different skills such as decision making, problem solving, creativity, negotiation and interpersonal relationship.



- A good manager must balance the needs of owners, employees and the audiences they serve in a time of unprecedented challenges.

LEVELS OF MANAGEMENT:

- Common misconception regarding management is that there is one person – the manager who leads an organisation.
- In reality managers are found at many levels within organisation. True for media. Different manager serve to complete a variety of tasks within an organisation.
- Consider a single Radio station with five management position.

Programme director – is responsible for on-air sound of the station.

General sales manager - advertising sales.

Traffic manager – coordinates the scheduling of commercial advertising and other programme materials.

Chief engineer – make sure everything works properly from technical point of view.

General Manager – monitors and continually evaluates the entire operation and reports to the station owner.

As a manager each individual has specific areas of responsibility, supervises one or more co-workers and contribute to overall performance of the organisation – titles may vary most organisation support three levels of management.

- **Lower level managers:** supervising others and monitoring individual's performances such would be the case with a programme director who evaluates the on air personalities of a radio station or a local sales manager who monitors advertising sold by staff of local account executives.
- **Middle level managers:** Typically plan and allocate resources and manage the performance of smaller groups. Ex: a general sales manager, who must coordinate the activities of the sales department at both the local and national level.
- **Top level or executive managers:** Monitoring the entire organisational environment, identifying internal and external factors that impact their operation.

MANAGEMENT SKILLS

One encounters different responsibilities at different management levels, all managers share certain skills, functions and roles.



Management skills refer to basic competencies needed by media managers.

A management theorist, Hersey and Blanchard 1996, identifies three broad of skills needed in the management process, technical skill, human skill and conceptual skill. They added two other skills; financial and marketing skills.

➤ **Technical skill:**

- Media managers need a technical knowledge of their operations for technology and innovation constantly impacts the communication industries.
- Managers need basic compliances in areas of equipment operation, single transmission, program distribution, computer application.
- Ability to provide hands on training.

➤ **Human or people skill:**

- According to Hersey and Blanchard 1996,
- Successful managers in the media exhibit strong, interpersonal, skills are particularly expert at leading and motivating employees.
- Media managers need to be dynamic, visionary and motivated in order to lead their operations effectively and create a spirit of co-operation and participation among all employees.

➤ **Conceptual or problem making skill:**

- Managers must understand the complexities of the internal and external environment and making decisions, because changes are constant in the media.
- Managers respond quick changes in the environment.
- Changes can be audience taste and preferences, technology or employees relation.
- Media managers must deal with variety of issues and solve problems efficiently.

➤ **Financial skills:**

- Managers need strong financial skills to establish and maintain budgets, meet revenue projection and deal with budgetary contingencies.

➤ **Marketing skills:**

- Managers need a strong understanding of marketing.
- Know how to position their productions effectively and what vehicles to use to create awareness.
- Understanding how to use the four P's – price, product, promotion and place.
- Managers can develop skills via continuing education, experiences and attendance at managerial seminars and workshop.

FUNCTIONS OF MANAGEMENT:

- Henri Fayol, French theorist who specified the functions as planning, organising, commanding, coordinating and controlling.



- Later management scholars replaced commanding and coordinating with motivation thus forming the POMC model of management.
 - Media managers are involved in planning, organising, motivating and controlling but they also exhibit three other important functions in managing their organisations. Facilitating, communicating and negotiating.
- **Planning:**
- Establish organisational objectives – provide resources to accomplish their task.
 - Both short term and long term objectives.
 - Both managers and employees share the creation of objectives.
 - Three criteria for such objectives
 1. They should be written.
 2. They should be quantified in some way.
 3. They need to be dated.
 - This provide specific time table for competition.
- **Organising:**
- Specific who is responsible for what? Ex: operations, sales, engineering and news.
 - Individual department need their own planning, objectives, budget and staff to meet necessary goals.
 - This will allow the upper class managers to other activities.
 - To create a holistic environment mangers of individual department are linked over all structures of the organisation.
 - Tensions may arise; managers must mediate and resolve the situation efficiently.
- **Motivating:**
- Motivating for high level performance to accomplish its goals. If motivation low productively suffer.
 - Employees want managers to recognise them for their individual achievement
- **Controlling:**
- Management functions involve several areas of responsibility.
 1. Giving feedback to other managers and employees.
 2. Monitoring the programme towards completion of organisational objectivities.
 3. Making changes as situation demands.
 - Feedback takes many forms: written, verbal, or electronic such as e-mail.
 - Feedback helps motivating employees.
- **Monitoring:**
- Keep tabs on progress.
 - Managers are sensitive to the needs of their employees.



➤ **Facilitating:**

- Empower the employees with the needed resources to complete organisational tasks.
- These resources include; personnel, money, or equipments.

➤ **Communicating:**

- Managers in the media have many ways to communicate with employees.
- Information about jobs, newsletters, memos and performance review.
- Managers should not stay isolated in the office on the phone or in front of computer screen
- Visit employees in studios, offices, and other work stations.

➤ **Negotiating:**

- All media managers serve as negotiators in variety of situations.
- With employees may involve salary and benefit package.
- Request from low and mid-level managers for new personnel.

MANAGEMENT ROLES

Management roles are something associated with the behavior that are expected of a manager

In the field of media managers perform a variety of tasks and wear many hats in completing these tasks. Three roles best reflect the daily activities of media managers: **leader, representative and liaison**

LEADER

Managers are expected to provide effective leadership for their individual department and organization. A good leader accepts responsibilities for the organization as well as for its employees Adapting to change, making decisions. Maintaining open lines of communication, Leading others to the completion of goals

REPRESENTATIVE /DELEGATE/ SPOKESPERSON

They represent to the public and local community. They serve as figureheads in a variety of contexts. The general manager may serve on – community boards- the news director may be asked to speak to high school- the sales manager represents the station to a number of clients.



LIAISON/LINK/CONNECTION/ CONTACT

Because of increasing consolidation in the media industries

The majority of the radio television and cable operations in the United States are owned by groups or corporations. Executive level managers serve as important liaisons' to the parent organization Managers regularly report on progress and problems in their operations Managers filter information from the parent company back to their individual staff This role demands strong communication and negotiations skills.

Levels, skills, functions, and roles indicate that media managers are unique and talented individuals who can work with and through other professionals to accomplish organizational objectives.

