

# **MAR GREGORIOS COLLEGE OF ARTS & SCIENCE**

**Block No.8, College Road, Mogappair West, Chennai – 37**

**Affiliated to the University of Madras  
Approved by the Government of Tamil Nadu  
An ISO 9001:2015 Certified Institution**



## **DEPARTMENT OF VISUAL COMMUNICATION**

**SUBJECT NAME: MEDIA ORGANIZATION**

**SUBJECT CODE: SAX6A**

**SEMESTER: VI**

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## **UNIT 1**

### **MEDIA ORGANIZATION**

The term “**media organization**” means a person or entity engaged in disseminating information to the general public through a newspaper, magazine, other publication, radio, television, cable television, or other medium of mass communication.

### **MEDIA ENTREPRENEURSHIP**

The term "entrepreneur" is often conflated with the term "small business" or used interchangeably with this term. While most entrepreneurial ventures start out as a small business, not all small businesses are entrepreneurial in the strict sense of the term. Many small businesses are sole proprietor operations consisting solely of the owner—or they have a small number of employees—and many of these small businesses offer an existing product, process or service and they do not aim at growth. In contrast, entrepreneurial ventures offer an innovative product, process or service and the entrepreneur typically aims to scale up the company by adding employees, seeking international sales and so on, a process which is financed by venture capital and angel investments. In this way, the term "entrepreneur" may be more closely associated with the term "startup". Successful entrepreneurs have the ability to lead a business in a positive direction by proper planning, to adapt to changing environments and understand their own strengths and weakness.

### **TYPES OF ENTREPRENEURS**

#### **Ethnic**

The term "ethnic entrepreneurship" refers to self-employed business owners who belong to racial or ethnic minority groups in the United States and Europe. A long tradition of academic research explores the experiences and strategies of ethnic entrepreneurs as they strive to integrate economically into mainstream U.S. or European society. Classic cases include Jewish merchants and trades people in large U.S. cities in the 19th and early 20th centuries as well as Chinese and Japanese small business owners (restaurants, farmers, shop owners) on the West Coast. In the 2010s, ethnic entrepreneurship has been studied in the case of Cuban business owners in Miami, Indian motel owners of the U.S. and Chinese business owners in Chinatowns across the United States. While entrepreneurship offers these groups many opportunities for economic advancement, self-employment and business ownership in the United States remain unevenly distributed along racial/ethnic lines. Despite numerous success stories of Asian entrepreneurs, a recent statistical analysis of U.S. census data shows that whites are more likely than Asians, African-Americans and Latinos to be self-employed in high prestige, lucrative industries.

## **Institutional**

The American-born British economist Edith Penrose has highlighted the collective nature of entrepreneurship. She mentions that in modern organizations, human resources need to be combined in order to better capture and create business opportunities. The sociologist Paul DiMaggio (1988:14) has expanded this view to say that "new institutions arise when organized actors with sufficient resources [institutional entrepreneurs] see in them an opportunity to realize interests that they value highly". The notion has been widely applied.

## **Cultural**

According to Christopher Rea and Nicolai Volland, cultural entrepreneurship is "practices of individual and collective agency characterized by mobility between cultural professions and modes of cultural production", which refers to creative industry activities and sectors. In their book *The Business of Culture* (2015), Rea and Volland identify three types of cultural entrepreneur: "cultural personalities", defined as "individuals who build their own personal brand of creativity as a cultural authority and leverage it to create and sustain various cultural enterprises"; "tycoons", defined as "entrepreneurs who build substantial clout in the cultural sphere by forging synergies between their industrial, cultural, political, and philanthropic interests"; and "collective enterprises", organizations which may engage in cultural production for profit or not-for-profit purposes.

## **Feminist**

A feminist entrepreneur is an individual who applies feminist values and approaches through entrepreneurship, with the goal of improving the quality of life and well-being of girls and women. Many are doing so by creating "for women, by women" enterprises. Feminist entrepreneurs are motivated to enter commercial markets by desire to create wealth and social change, based on the ethics of cooperation, equality and mutual respect.

## **Social**

Student organizers from the Green Club at Newcomb College Institute formed a social entrepreneurship organization in 2010. Main article: Social entrepreneurship Social entrepreneurship is the use of the by start up companies and other entrepreneurs to develop, fund and implement solutions to social, cultural, or environmental issues. This concept may be applied to a variety of organizations with different sizes, aims, and beliefs. For-profit entrepreneurs typically measure performance using business metrics like profit, revenues and increases in stock prices, but social entrepreneurs are either non-profits or blend for-profit goals with generating a positive "return to society" and therefore must use different metrics. Social entrepreneurship typically attempts to further broad social, cultural, and environmental goals often associated with the voluntary sector in areas such as poverty alleviation, health care and community development. At times, profit-making social enterprises may be established to support the social

or cultural goals of the organization but not as an end in itself. For example, an organization that aims to provide housing and employment to the homeless may operate a restaurant, both to raise money and to provide employment for the homeless people.

### **Nascent**

A nascent entrepreneur is someone in the process of establishing a business venture.[54] In this observation, the nascent entrepreneur can be seen as pursuing an opportunity, i.e. a possibility to introduce new services or products, serve new markets, or develop more efficient production methods in a profitable manner. But before such a venture is actually established, the opportunity is just a venture idea. In other words, the pursued opportunity is perceptual in nature, propped by the nascent entrepreneur's personal beliefs about the feasibility of the venturing outcomes the nascent entrepreneur seeks to achieve. Its prescience and value cannot be confirmed ex ante but only gradually, in the context of the actions that the nascent entrepreneur undertakes towards establishing the venture. Ultimately, these actions can lead to a path that the nascent entrepreneur deems no longer attractive or feasible, or result in the emergence of a (viable) business. In this sense, over time, the nascent venture can move towards being discontinued or towards emerging successfully as an operating entity. The distinction between the novice, serial and portfolio entrepreneurs is an example of behavior-based categorization. Other examples are the (related) studies by, on start-up event sequences. Nascent entrepreneurship that emphasizes the series of activities involved in new venture emergence, rather than the solitary act of exploiting an opportunity. Such research will help separate entrepreneurial action into its basic sub-activities and elucidate the interrelationships between activities, between an activity (or sequence of activities) and an individual's motivation to form an opportunity belief, and between an activity (or sequence of activities) and the knowledge needed to form an opportunity belief. With this research, scholars will be able to begin constructing a theory of the micro-foundations of entrepreneurial.

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Scholars interested in nascent entrepreneurship tend to focus less on the single act of opportunity exploitation and more on the series of actions in new venture emergence. Indeed, nascent entrepreneurs undertake numerous entrepreneurial activities, including actions that make their businesses more concrete to themselves and others. For instance, nascent entrepreneurs often look for and purchase facilities and equipment; seek and obtain financial backing, form legal entities, organize teams; and dedicate all their time and energy to their business

### **Project-based**

Project entrepreneurs are individuals who are engaged in the repeated assembly or creation of temporary organizations. These are organizations that have limited life spans which are devoted to producing a singular objective or goal and get disbanded rapidly when the project ends. Industries where project-based enterprises are widespread include: sound recording, film production, software development, television production, new media and construction. What makes project-entrepreneurs distinctive from a theoretical standpoint is that they have to "rewire" these temporary ventures and modify them to suit the needs of new project opportunities that emerge. A project entrepreneur who used a certain approach and team for one project may have to modify the business model or team for a subsequent project. Project entrepreneurs are exposed repeatedly to problems and tasks typical of the entrepreneurial process. Indeed, project-entrepreneurs face two critical challenges that invariably characterize the creation of a new venture: locating the right opportunity to launch the project venture and assembling the most appropriate team to exploit that opportunity. Resolving the first challenge requires project-entrepreneurs to access an extensive range of information needed to seize new investment opportunities. Resolving the second challenge requires assembling a collaborative team that has to fit well with the particular challenges of the project and has to function almost immediately to reduce the risk that performance might be adversely affected. Another type of project entrepreneurship involves entrepreneurs working with business students to get analytical work done on their ideas.

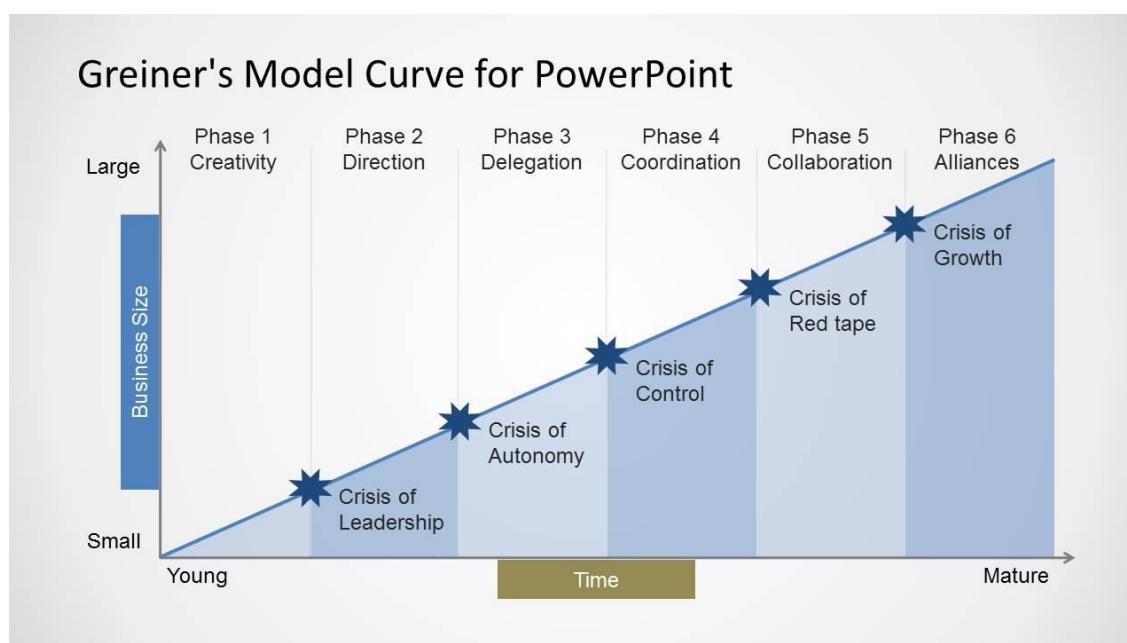
### **Millennial**

The term "millennial entrepreneur" refers to a business owner who is affiliated with the generation that was brought up using digital technology and mass media—the products of Baby Boomers, those people born during the 1980s and early 1990s. Also known as Generation Y,



these business owners are well equipped with knowledge of new technology and new business models and have a strong grasp of its business applications. There have been many breakthrough businesses that have come from millennial entrepreneurs such as Mark Zuckerberg, who created Facebook. Despite the expectation of millennial success, there have been recent studies that have proven this to not be the case. The comparison between millennials who are self-employed and those who are not self-employed shows that the latter is higher. The reason for this is because they have grown up in a different generation and attitude than their elders. Some of the barriers to entry for entrepreneurs are the economy, debt from schooling and the challenges of regulatory compliance.

### GREINER'S DEVELOPMENT MODEL OF A COMPANY



1. Growth through creativity In this pioneering phase of the Greiner Growth Model, the company is young and relatively small. The organization is informal and the employees are very loyal. There is a flat organizational structure and the entrepreneur is externally oriented; he invests in new clients. Growing pains Because the organization is growing (too fast) and is becoming more complex, the entrepreneur is no longer able to take stock of the situation and a leadership crisis arises. Coordination and internal control can no longer be carried out by one person. There is a need for an improved structure.

2. Growth through direction In this management phase of the Greiner Growth Model, functional managers are appointed as a result of which a middle management is created that controls the primary processes. Rules, procedures and business are formalized and standardized. The central coordination remains in the hands of the entrepreneur. Growing pains Because of further growth, the coordination problems may become too big for the entrepreneur. In addition, middle managers need more autonomy. The autonomy crisis is born.

3. Growth through delegation In this phase of decentralization, the entrepreneur delegates important tasks to his middle management. Results are aimed for and the middle managers are responsible for achieving tactical and operational objectives. Management moves at a strategic level and rarely intervenes. A division structure is created with separate product groups and individual managers. Growing pains The more divisional managers, the more difficult it will become for the management board to coordinate all the divisions that operate independently. There is a risk of a management crisis. There is a good chance that the divisional managers plot their own course too much as a consequence of which the company could break up.

4. Growth through coordination and control In the standardization phase of the Greiner Growth Model, more emphasis is put on the coordination between the various units. In large diversified organizations the various staff departments take up a strong position from the headquarters from which the divisional managers are managed. Growing pains When the staff departments have too much power and when there is too little scope for the divisional managers, a red tape crisis arises. The rules have made the company too inflexible and rigid.

5. Growth through cooperation In the cooperation phase of the Greiner Growth Model, cooperation between line and staff departments is aimed at and this creates a break-up of the hierarchical coordination forms such as a matrix structure or a project organization. This phase is characterized by much mutual contact between employees via all kinds of consultation groups. There is little formalization and standardization. Growing pains The frequent consultations constitute a pitfall, as a result of which a consultation crisis may arise. There is every chance that supervision and control decline sharply. This could mean the end for organizations, unless they develop through external alliances.

6. Growth through alliances In this 'growth through undertaking phase' the organization only requires good external contacts and alliances. These can be found in mergers, alliances and extensive networks. Growing pains Because an organization is more focused on alliances than its own core-business, there is a good chance that an identity crisis will present itself. The organization is taken over completely by other businesses and the 'old' situation will disappear completely.

## **UNIT 2**

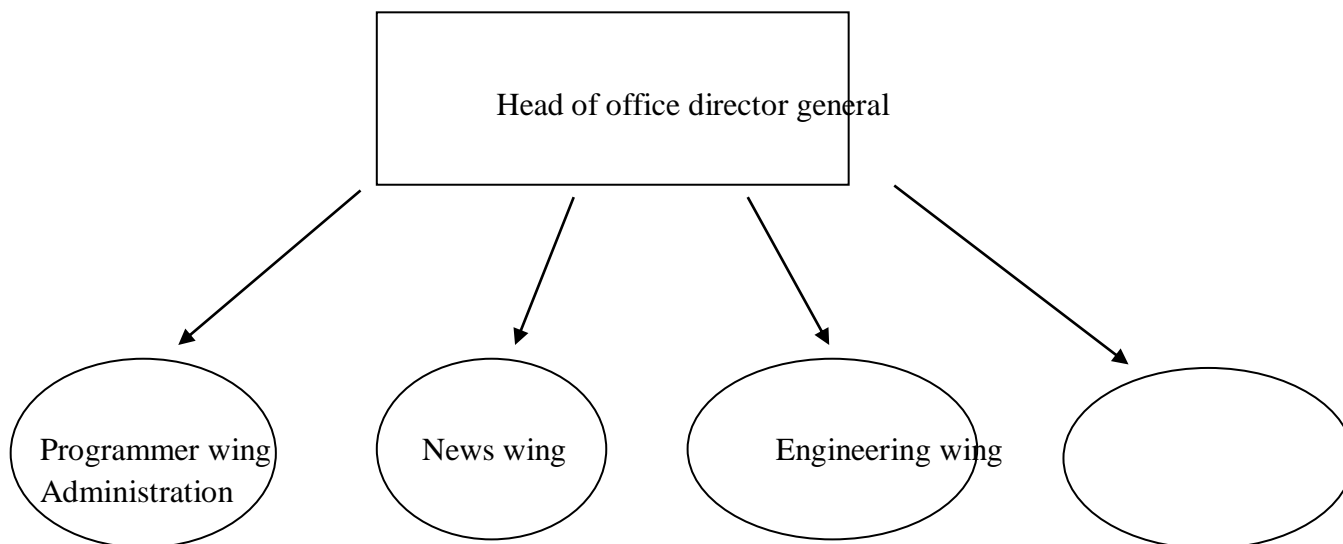
### **Organizational Behavior**

Why do people behave a certain way in an organizational environment? What factors affect job performance, employee interaction, job commitment, leadership and managerial styles? Individuals have studied this very topic for decades in order to find ways of increasing organizational performance. Organizational behavior is the study of both group and individual performance and activity within an organization.

This area of study examines human behavior in a work environment and determines its impact on job structure, performance, communication, motivation, leadership, etc. Internal and external perspectives are two theories of how organizational behavior can be viewed by companies. Let's take a look at how the perspectives are different through examining Ninja Corporation.

#### **organizational structure of doordarshan.**

Doordarshan is divided into four wings: Programmer, News, Engineering and Administration and Finance. Programmer wing deals with all aspects relating to programmer conception, production and procurement at the national, regional and local level.



#### **ORGANIZATIONAL STRUCTURE OF ALL INDIA RADIO & DOORDARSHAN**

Prasar Bharati (Broadcasting Corporation of India) is the public service broadcaster in the country, with Akashwani (All India Radio) and Doordarshan as its two constituents. It came into existence on 23rd November 1997

Prasar Bharati Board functions at the apex level ensuring formulation and implementation of policies of the organization and fulfillment of the mandate in terms of the Prasar Bharati Act, 1990. The Executive Member functions as the Chief Executive Officer (CEO) of the Corporation, subject to the control and supervision of the Board. The CEO, the Member (Finance) and the Member (Personnel) perform their functions from the Prasar Bharati headquarters at Parliament Street, New Delhi.

All important policy matters relating to finance, administration and personnel are submitted to the CEO and the Board through the Member (Finance) and the Member (Personnel) as required, for the purpose of advice, implementation of proposals and decisions thereon. Officers from different streams working in the Prasar Bharati Secretariat assist the CEO, the Member (Finance) and the Member (Personnel) in integrating actions, operations, plans and policy implementation



as well as look after the budget, accounts and general financial matters of the Corporation. Prasar Bharati also has a unified vigilance set up at the headquarters, headed by a Chief Vigilance Officer

To facilitate decision making, the Policy & Executive Committee (earlier known as Management Committee) chaired by the CEO, has been constituted for both Doordarshan and AIR

The Directors General heads the Directorate General of All India Radio and the Directorate General of Doordarshan

They function in close association with the Member (Finance), the Member (Personnel) and the CEO, in carrying out the day-to-day affairs of AIR and Doordarshan. Both in AIR and Doordarshan, there are broadly four different wings responsible for distinct activities viz. Programmer, News, Engineering and Administration & Finance

### **AIR (All India Radio)**

All India Radio comes under the Ministry of Information and Broadcasting Government of India. A secretary and four joint secretaries who are supposed to do the following jobs assist the minister of information and broadcasting:

- Policy
- Broadcasting
- Financial Advisor and
- Film

Radio stations come in all sizes and generally are classified as being either small, medium or large market outlets. The size of the community that a station serves usually reflects the size of its staff. For example, the station in a town of five thousand residents may have six to eight fulltime employees in the station.

Medium markets are set up in more densely populated areas and in this type of station; there are twelve to twenty employees. Mostly, overlapping of duties occur in the larger stations, positions are usually limited to specific areas of responsibility. Large stations may employ as many as sixty to hundred people and as few as twenty depending on the nature of their format. In All India Radio, Director General is the head of the organization, and there for it is a sensitive post requiring a wide cultural background, initiative, tact, administrative abilities, sound judgment of matters and people, a deep commitment to broadcasting and qualities of leadership of a high order.

Occasionally, Indian Administration Service Officers are assigned an additional task of Director General of All India Radio and since independence; there have been around 15 IAS officers who

have performed the task of Director General of AIR. There are Additional Director General and Deputy Director Generals also who help the Director General is assisted by Director of Programmer

A Director whose rank is equivalent to Deputy Director General heads news Division. The Director is assisted by Chief News Editor, News Editor, Joint Director, etc. others employed in the news department of the radio station are the News Readers, Announcers, Translators and others

The Engineering Division of AIR is looked after by Engineer- in-Chief and is assisted by Chief Engineer and Regional Engineers. The Regional Stations of AIR is under the control of Station Director who is assisted by Assistant Station Directors and Programmer Executives.

B.G. Verghese Committee has also proposed an organizational structure for AIR,

which has the following posts of General Managers:

1.GM Legal Services

2.GM Planning

3.GM Information

The committee also proposed a Central News Room consisting of a General Manager, Editor, Foreign Editor, Editor Monitoring. This committee has also proposed the creation of the posts of Station Manager, Accounts and Personnel Officer, Programmer Officer, Extension Officer

### **Group Behaviour.**

Group Behaviour refers to people with a similar goal behaving in the same way, which might be different from how they would normally behave if they were alone or as individuals. It is the type of **behaviour** that takes place when individuals act together or collectively.

### **Creativity and innovation**

**Creativity** is the novel step of being the first to identify that something might be possible in the first place. But **innovation** is the action of putting things into practical reality, despite challenges and resistance, rather than just contemplating.

### **Culture of organization.**

An organization's culture defines the proper way to behave within the organization. This culture consists of shared beliefs and **values** established by leaders and then communicated and reinforced through various methods, ultimately shaping employee perceptions, behaviors and understanding.

## UNIT 3

### Relationship between supplier and buyer.

The core of achieving a successful supply chain is through the effective management of **buyer-supplier relationships**. Therefore, in order for **buyers** and **suppliers** to reach a more sustainable and successful **relationship**, both have to realize the benefit they will gain from managing such **relation**.

### Leisure time activity.

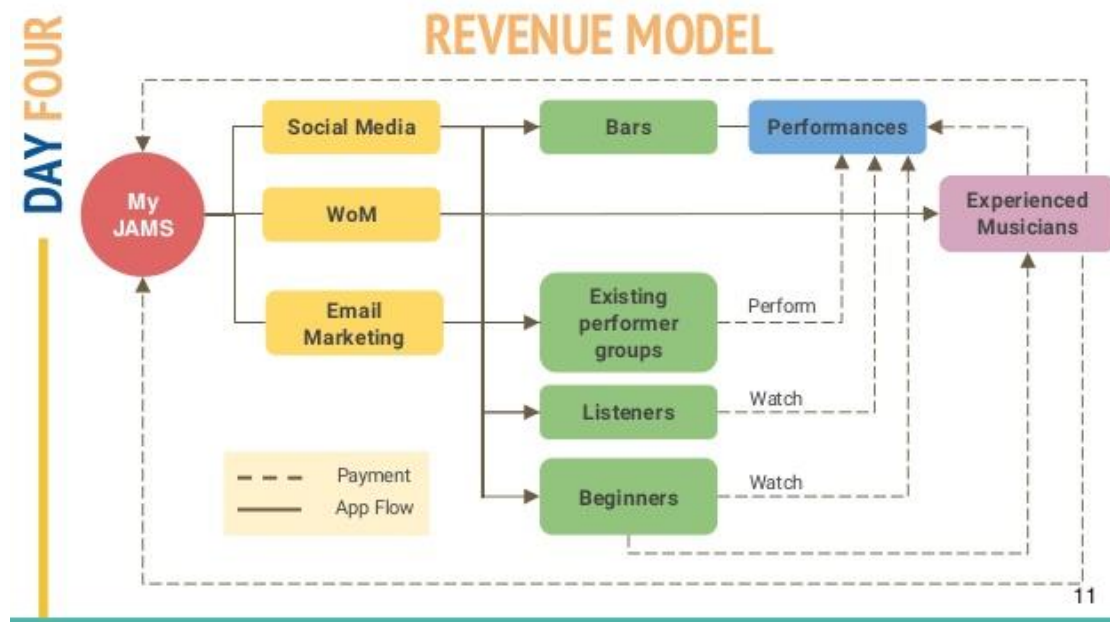
**Leisure activities** are broadly defined as **activities**, such as **exercise** and socializing, individuals take part in during free **time**. It has been argued that **leisure activities** and psychosocial factors (e.g., well-being) are antecedents of successful aging.

### Cost Factors.

**Cost** is an important **factor** to consider when choosing your medium. Ads in certain types of **media** are more expensive than others. You will likely pay more for television and radio ads, whereas magazine and newspaper ad placements are more affordable. Even within each medium, there are a varying of **costs**.

### Revenue model.

There are several methods or "**revenue models**" that **media** companies use to make money. The four most common **revenue models** are discussed below. Advertising is the most common of all **revenue models** in traditional **media** and online. TV shows, newspapers, and websites offer their content (programming, news stories, etc.)



## **Advertising Sales.**

The Advertising Sales function is responsible for leading revenue generation, primarily through advertising sales and content distribution partnerships. Employees within this function work with senior leadership to develop overall sales strategy and objectives and manage day to day ad sales operations to meet those objectives. This function, furthermore, is typically responsible for developing advertising pricing structures, sales performance management standards, sales and market research practices, and relationships with high-profile brands to improve profitability through ad sales and extended partnerships.

Common Advertising Sales job titles: Account Executive, Account Manager, Advertising Sales Representative, Advertising Sales Executive, General Sales Manage.

## **Studio Operations.**

The Studio Operations unit is responsible for overseeing day-to-day operations within studio sound stages, sets and offices. This includes managing operations within production facilities, set lighting, set design, wardrobe, hair, make-up, art direction, and postproduction processes, among other things. This group is responsible for ensuring that the needs of content development, support and management staff are satisfied, and that their daily activities are in line with the broader strategic goals of the organization. Many times, they must work to foster relationships between on-screen talent, content production, content support and senior management staff to ensure the quality and effectiveness of the content being produced.

Common Studio Operations job titles: Production Coordinator, Director, Location Manager, Camera Operator, Data Wrangler, Boom Operator, Key Grip, Production Assistant.

## **Content Production.**

Content Production is responsible for ensuring that content is created efficiently from idea generation to a finished product distributed to the public. Content Production includes casting directors, staff writers, script editors, video editors, audio engineers, negative cutters , and composers, among other things.

Common Content Production job titles: Casting Directors, Staff Writers, Script Editors, Video Editors, Audio Engineers, Negative Cutters, Compositors .

## **Television.**

The TV arm is responsible for carrying out TV content distribution strategies, growing partnerships with various brands to increase viewership, and monetizing the company's properties across TV and digital channels. This function is also responsible for attracting top talent to the television arm of the company, developing and executing TV content distribution strategies, growing partnerships with various brands to increase viewership and engagement, and monetizing the company's properties across both TV and digital channels. This division also oversees various operations-related functions, including aspects of engineering/transmission, content support, logistics and production management.

Common Television job titles: Television Research Analyst, Programming Manager, Strategy Associate, Production Accountant.

### Radio.

Radio Broadcasting oversees the operations within a group of radio stations operated by the organization. These operations include, scheduling advertising spots and attracting advertising clients, producing content to attract new listeners and retain current listeners, identifying programming opportunities, and research on strategies to improve ratings, among other things. This function manages radio content development and strategy, work to recruit and manage on-air talent (including contract negotiations), and monitors the performance of each of the properties (i.e., radio programs) under management. In most cases, this function is also tasked with developing partnerships with local media outlets, sports teams, universities, and/or content publishers (e.g., music labels, artists, etc.) to improve the quality of on-air content, and off-air events (e.g., sponsored events, concerts, etc.).

Common Radio job titles: Music Director, Maintenance Engineer, Promotions Coordinator, Sound Designer, Technical Produces.

## UNIT 4

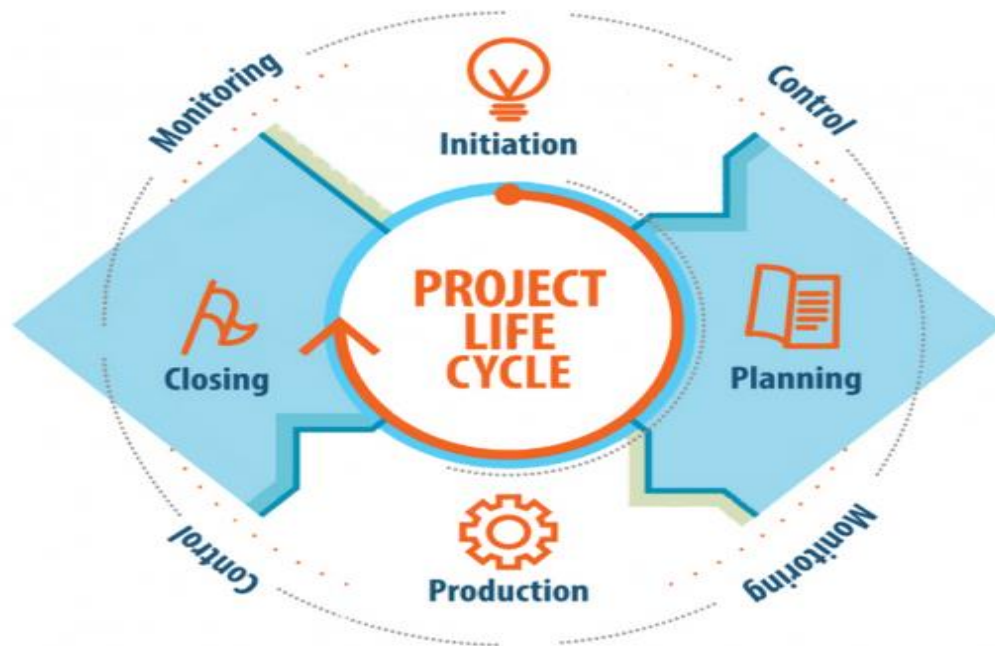
### Project management in media.

A **media project manager** has the task of making sure that everyone who is involved in a **project** is connected. However, aligning an entire team of diverse individuals can be challenging. Often, **project managers** in the **media** are required to work together with people from different departments.



### Production project cycle.

A standard **project** typically has the following four major phases (each with its own agenda of tasks and issues): initiation, planning, implementation, and closure. Taken together, these phases represent the path a **project** takes from the beginning to its end and are generally referred to as the **project “life cycle.”**



### Project Planning.

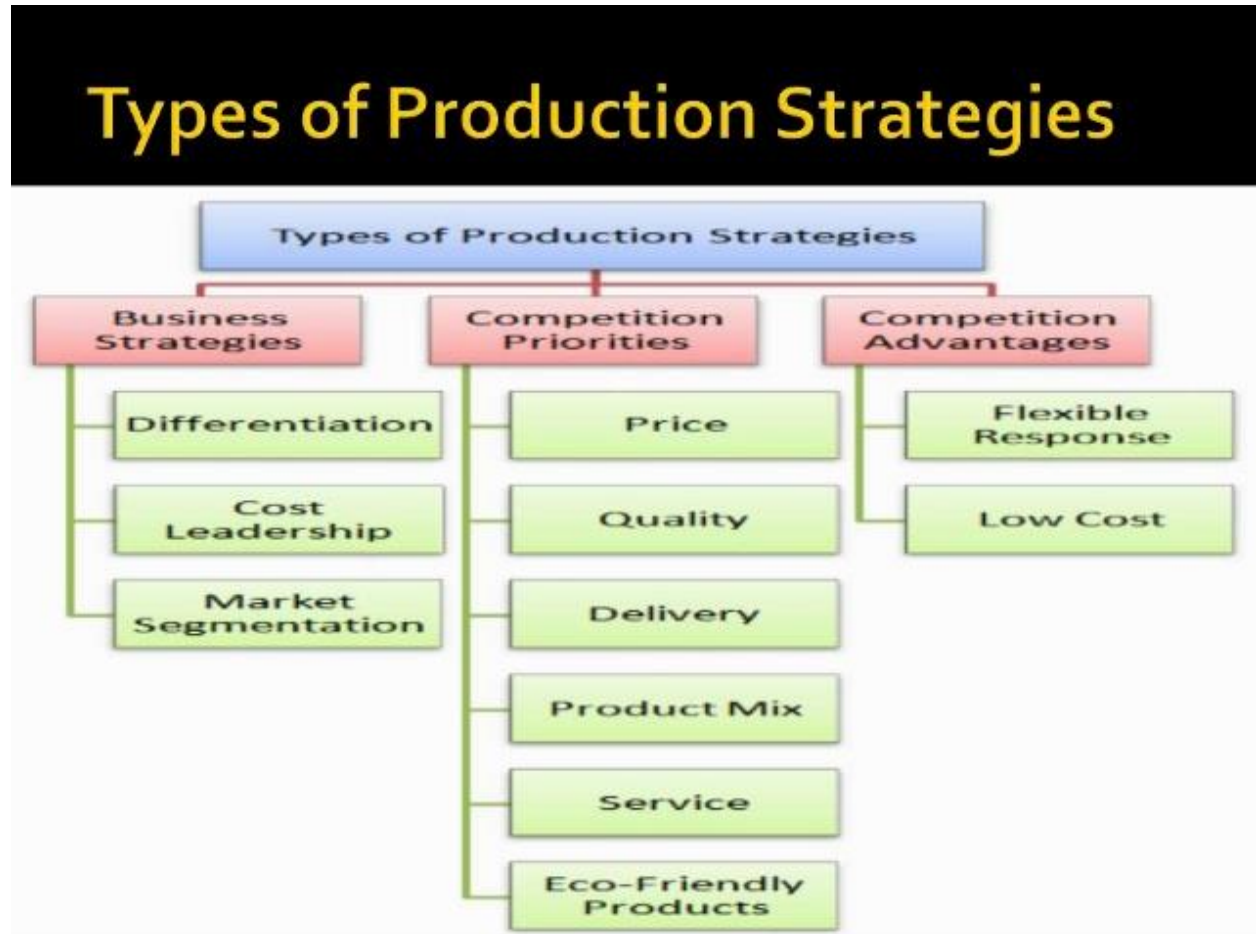
Project planning is part of project management, which relates to the use of schedules such as Gantt charts to plan and subsequently report progress within the project environment. Project planning can be done manually or by the use of project management software.





Product strategy.

Product strategy defines what your product should achieve and how that supports the organisation, and is brought to life through the product road map.



**Risk and Impact Assessment.**

**Risk impact assessment** is the process of assessing the probabilities and consequences of risk events if they are realized.

Risk Level		Likelihood Level			
		Low	Middle	High	Very high
Impact Level	Serious	Middle	High	Serious	Serious
	High	Middle	Middle	High	Serious
	Middle	Low	Middle	Middle	High
	Low	Low	Low	Middle	Middle

### Pre-production.

Pre-production is the process of planning some of the elements involved in a film, play, or other performance. There are three parts in a production: pre-production, production, and post-production. Pre-production ends when the planning ends and the content starts being produced.

### Production team.

A production team is the group of technical staff who produce a play, television show, recording, or film.

### Project Specification.

A good **project specification** is a simple but complete description of a software's functionality and purpose. It contains descriptions of how the software will be used from a user perspective and performance details such as speed, availability, and response time.

### Project Work Plan.

A **project work plan** allows you to outline the requirements of a **project**, **project planning** steps, goals, and team members involved in the **project**. This provides visibility to everyone involved, keeps **project** deliverables organized in one place, and helps you stay on track to reach your objectives.

### project responsibility.

The **project** manager is the one who is responsible for the **project**. They plan it, develop a schedule, assemble a **project** team and manage their workload throughout the **project's** life cycle. **Project** managers are also responsible for managing risk and the budget.

## Project Roles & Responsibilities Reporting Chart

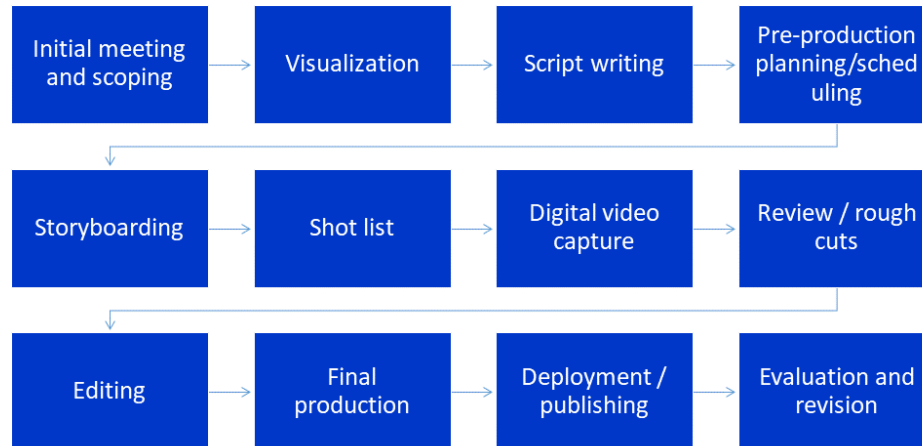
Role	Responsibility	Name	Email	Report To
<b>Project Sponsor</b>	Your Text Here	-	Your Text Here	-
<b>Project Manager</b>	-	Your Text Here	-	Your Text Here
<b>IT Manager</b>	Your Text Here	-	Your Text Here	-

### Production Process.

The **production process** refers to the stages (phases) required to complete a **media** product, from the idea to the final master copy. ... **Pre-production**: Planning, scripting & storyboarding, etc. **Production**: The actual shooting/recording. **Post-production**: Everything between **production** and creating the final master copy.

## Educational Media Production Process

Creating effective educational media involves the following steps



### UNIT 5

#### Programming Strategy.

- A scheduling **strategy**, including the day and time a show should air, the line-up on a particular day (the order of shows), and a **programming** block.
- Target audience demographics for the **programming**.
- Audience flow, keeping the audience tuned in from one show to the next.
- Advertiser appeal.

#### Audience Rating.

Audience measurement measures how many people are in an audience, usually in relation to radio listenership and television viewership, but also in relation to newspaper and magazine readership and, increasingly, web traffic on websites.

### **Television Rating Points:**

- It indicates the popularity of a program or a television channel.
- Television ratings provide information about the viewers TV watching habits and the socio-economic background of the audience
- Helps advertisers and corporate media planners in selecting the right media at the right time
- TRP is determined with the help of a device which is installed in the houses
- The device records which serial is being watched at what time and passes on the information to the concerned department and then by observing the maximum watched show or the minimum watched show, the TRP is calculated
- Calculation is done with a device called as 'People's meter that is attached to the TV set in a few thousand houses for judging purpose. It records the time and the programme that a viewer watches on a particular day, after which the average is taken for a 30 day period and the viewership of that particular channel, is determined.

### **Audience Trends marketing Programs.**

- Invest in inbound **marketing**.
- Turn customers into your biggest promoters.
- Create and share video content.
- Reach new audiences with native advertising.
- Be Transparent with Diversity and Inclusion.
- Leverage both ephemeral and permanent social media content.
- Work with micro-influencers.

### **Different kinds of contracts.**

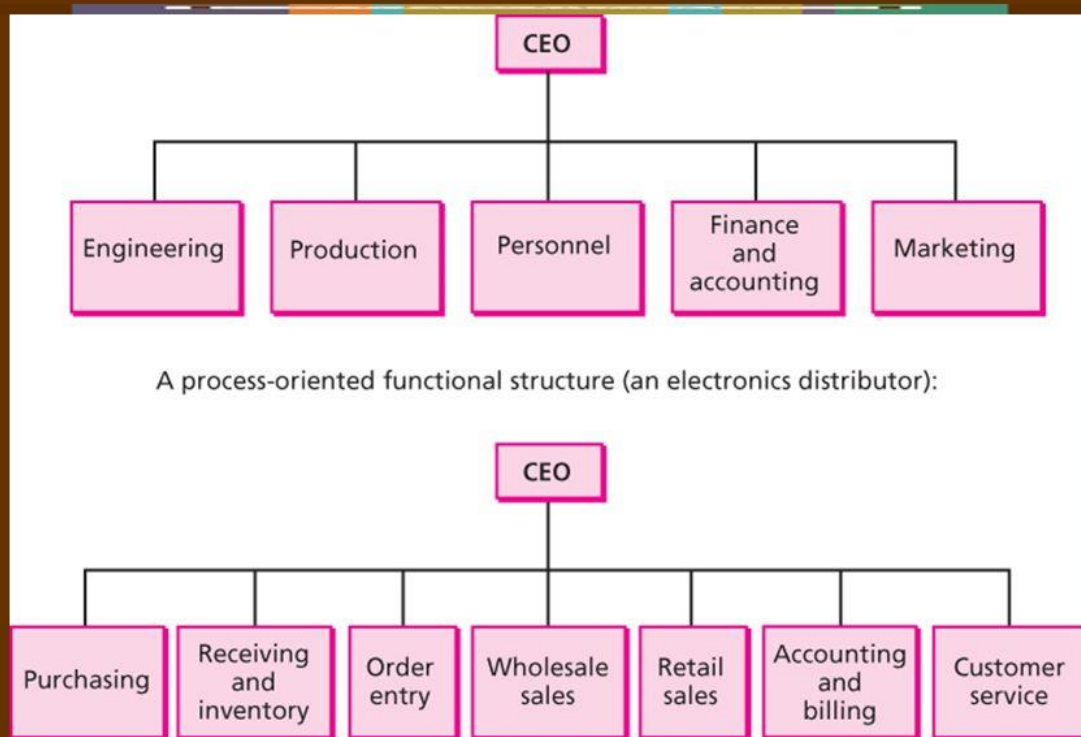
- Express agreement or Express contract.
- Partnership agreement.
- Indemnity agreement.
- Non-disclosure agreement.
- Purchase order.
- Property and/or equipment lease.
- Bill of sale.
- General **employment contract**.

## Functional Organization.

One of the disadvantages of the line organization is that the line executives lack specialization. Additionally, a line manager cannot be a specialist in all areas. In the line and staff type of organization, the staff specialist does not have the authority to enforce his recommendations. The functional organizational concept, originated with Fredrick W. Taylor and it permits a specialist in a given area to enforce his directive within the clearly defined scope of his authority.

11-8

## Functional Organization Structures



A functional manager can make decisions and issue orders to the persons in divisions other than his own, with a right to enforce his advice. Some good examples of specialists who have been given functional authority in some organizations are in the areas of quality control, safety and labor relations.

The functional organization features separate hierarchies for each function creating a larger scale version of functional departments. Functional departmentalization is the basis for grouping together jobs that relate to a single organizational function or specialized skill such as marketing, finance, production, and so on. The chain of command in each function leads to a functional head who in turn reports to the top manager.

The functional design enhances operational efficiency as well as improvement in the quality of the product because of specialists being involved in each functional area and also because



resources are allocated by function rather than being duplicated or diffused throughout the organization .

One of the main disadvantages of the functional design is that it encourages narrow specialization rather than general management skills so that the functional managers are not well prepared for top executive positions. Also, functional units may be so concerned with their own areas that they may be less responsive to overall organizational needs.

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