



SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)

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SCHOOL OF SCIENCE AND HUMANITIES
DEPARTMENT OF VISUAL COMMUNICATION

UNIT – I - MANAGEMENT STRUCTURE & ITS FUNCTIONS – SVCA1401

I. Management in Media organization

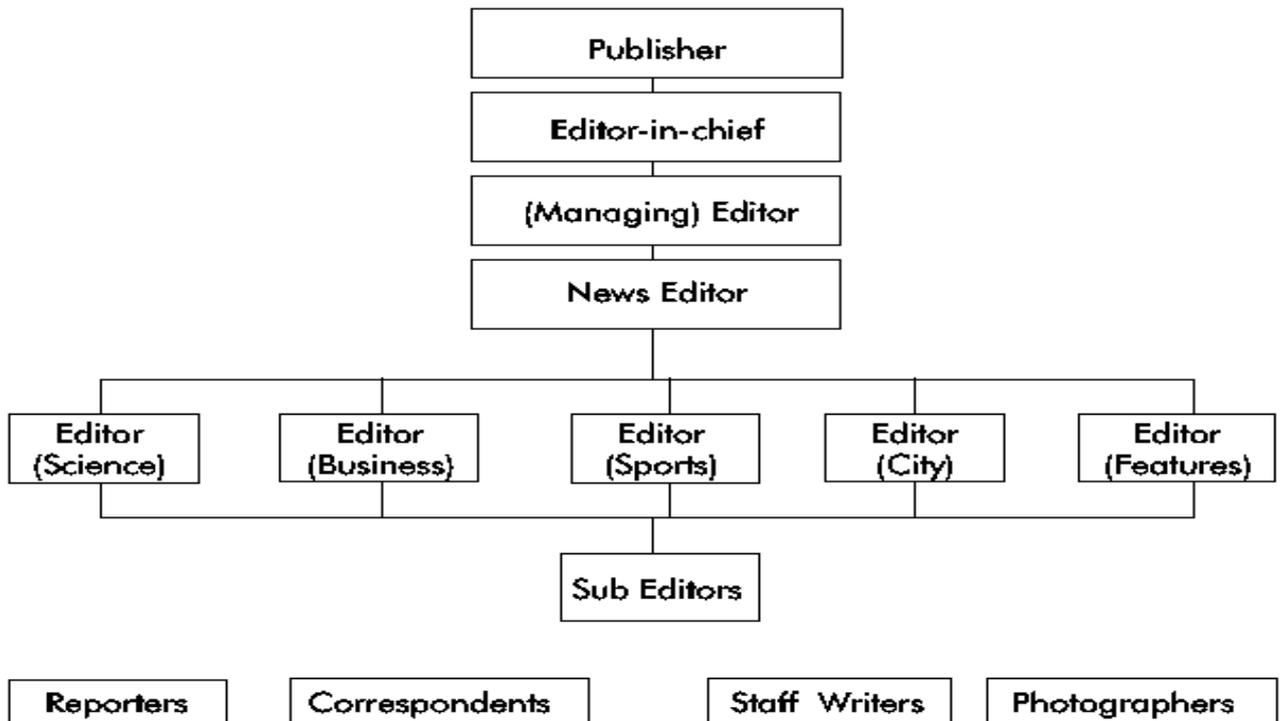
Structure

- Media management is an area of business administration that deals with organising and supervising teams of media professionals, various mass communication channels and technologies, media and entertainment productions, and more.
- Media management is an interdisciplinary research area devoted to study how media organizations use scarce resources to meet the needs and wants of a given society.
- In other words, it is interested in the effective management of media outlets.

Importance of Media Management

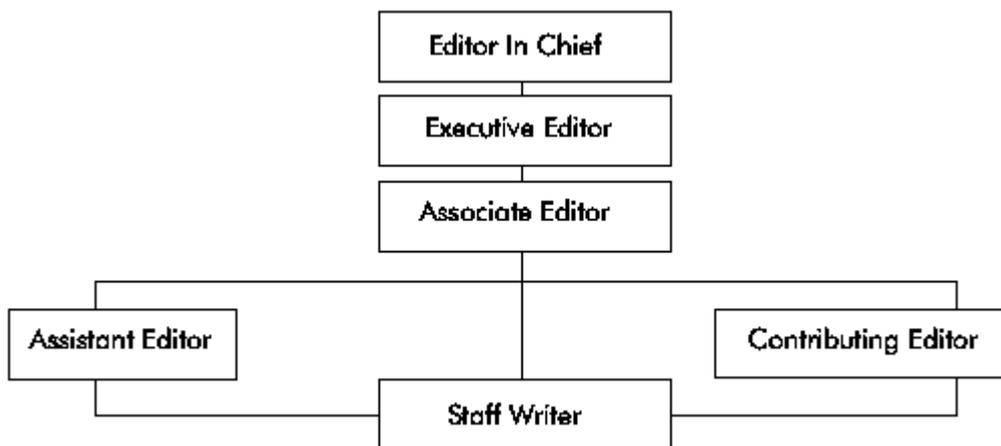
- Updated On: Social media managers help their organizations capitalize on the surging popularity of social media platforms by creating and overseeing engagement, branding and marketing campaigns.
- Brand loyalty is equally crucial.

Structure of a Typical Newspaper/News Agency



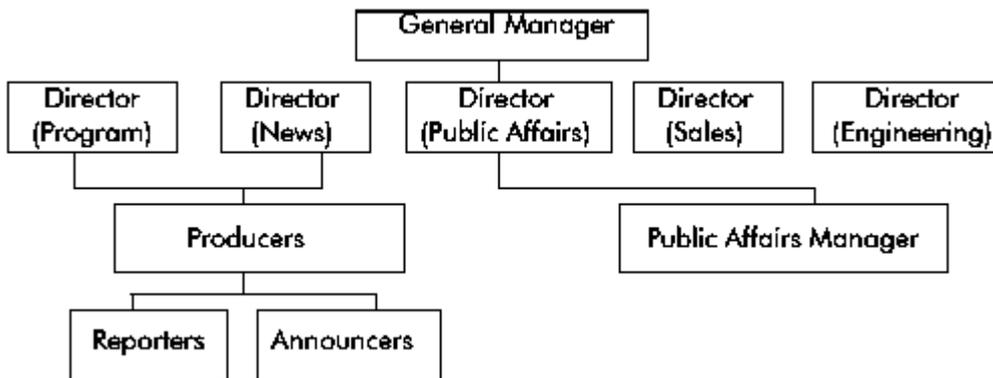
- **Your primary targets here are editors, reporters, correspondents, staff writers and photographers.**
- **They are the people you are most likely to meet routinely.**
- **Target them through periodic, personalized correspondence- letters, information materials addressed to specific reporters/editors by name; invitations to guided tours; routine media briefings -i.e. a press forum where the sole intention is to clarify issues and provide adequate information on critical issues; media breakfasts/dinners social gatherings which are used to convey key information to the media by way of after dinner statements/addresses.**
- **The science editor, features editor and the news editor should be targeted through routine guided tours/video screenings of your VNR and media breakfasts/dinners.**

Structure of a Typical Small Magazine



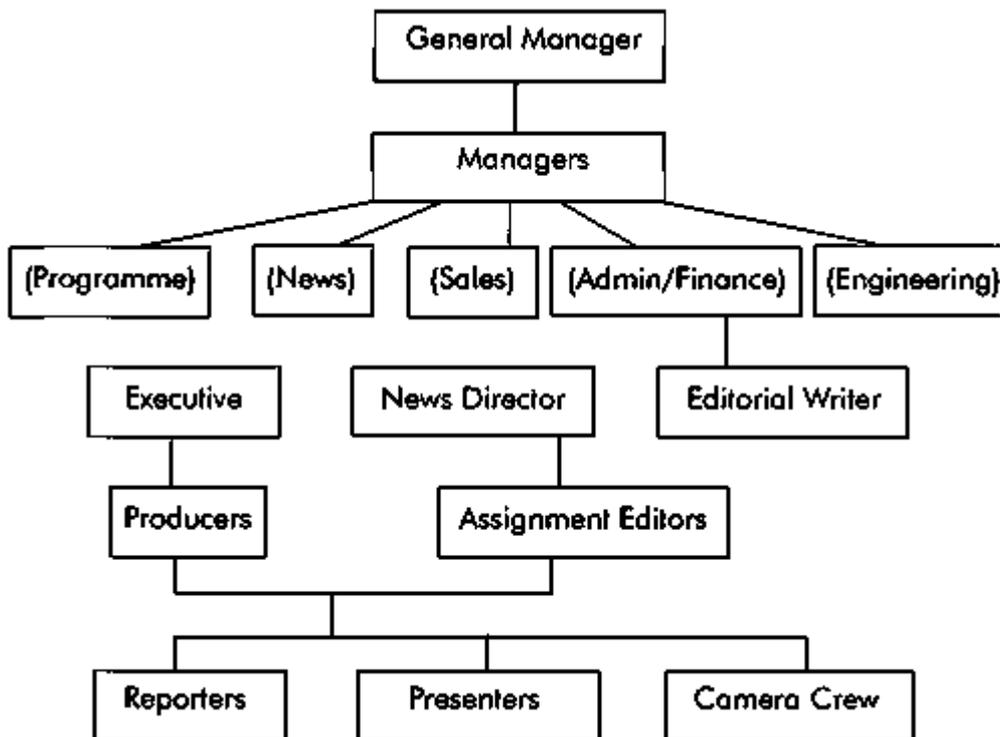
- **The staff writer is the immediate target-partner because she/he combines the function of a reporter with that of a feature writer.**
- **This means that she/he can break the news about a vaccine trial by providing hard, objective facts and also write subjective accounts of the significance of the vaccine trial based on his/her understanding of the issues and the interpretation she/he gives to them.**
- **Cultivate him/her through personalized correspondence, invitations to guided tours, routine media briefings and media breakfasts/dinners.**
- **Target editors and others above the level of staff writers through special guided tours/video screenings and media breakfasts/dinners.**

Structure of a Typical Radio Station



- Reporters and producers will be the most visible to you.
- Target them as you would staff writers in a magazine.
- Also target the public affairs director/manager, news director and programme director as you would editors in a newspaper/news agency.

Structure of a Typical Television Station



- Again, your primary targets here are the reporters, camera crew, presenters of popular talk-shows and producers.
- Cultivate them as you would the staff writers at a magazine and target the other higher-level personnel, especially executive producers and assignment editors, through media tours and media breakfasts/dinners.

Nature of management

- Management is a process which brings the scarce human and material resources together and motivates people for the achievement of objectives of the organization.
- It consists of a set of interrelated operations or functions necessary to achieve desired organizational goals.

6 nature and concept of management

Types: Planning, organizing, staffing, motivation, direction, co- ordination and control are the functions of management. Organization is one of the important functions of management. Human being.

Levels of management



- The term Levels of Management refers to the line of division that exists between various managerial positions in an organization.
- As the size of the company and workforce increases, the number of levels in management increases along with it, and vice versa.
- The different Levels of Management can determine the chain of command within an organization, as well as the amount of authority and typically decision-making influence accrued by all managerial positions.
- Levels of Management can be generally classified into three principal categories, all of which direct managers to perform different functions.

The 3 Different Levels of Management

Administrative, Managerial or Top Level of Management

- **This level of management consists of an organization's board of directors and the chief executive or managing director.**
- **It is the ultimate source of power and authority, since it oversees the goals, policies, and procedures of a company.**
- **Their main priority is on the strategic planning and execution of the overall business success.**

Executive or Middle Level of Management

- **The branch and departmental managers form this middle management level.**
- **These people are directly accountable to top management for the functioning of their respective departments, devoting more time to organizational and directional functions.**
- **For smaller organizations, there is often only one layer of middle management, but larger enterprises can see senior and junior levels within this middle section.**

Supervisory, Operative, or Lower Level of Management

- **This level of management consists of supervisors, foremen, section officers, superintendents, and all other executives whose work must do largely with HR oversight and the direction of operative employees.**
- **Simply put, managers at the lower level are primarily concerned with the execution and coordination of day-to-day workflow that ensure completion of projects and that deliverables are met.**

Skills, functions and management roles

Functions of the Top Management

The principle functions of the top management can be outlined as follows:

- 1. Determination of Objectives**
- 2. Formulation of Policies**
- 3. Long Range Planning and Strategy**
- 4. Organizing for Action**
- 5. Developing of Major Resources**
- 6. Selecting Key Personnel**
- 7. Co-ordination and Controlling**

Functions of the Middle Management

The principle functions of the middle level management can be outlined as follows:

1. Middle level management interprets the policies of the company.
2. It is the responsibility of the Middle Management to prepare organizational set up in their department.
3. They issue orders to the subordinates and others in their department,
4. Middle level management motivate the personnel for higher productivity.
5. Collecting reports and other information about the work turned out in their respective departments, and
6. Providing information and assisting the top management in revising the plans to secure better performance.

Functions of the Lower Management

The important functions of the personnel in lower management can be summed up as follows:

1. Executing of the work entrusted to them,
2. Maintaining of the standard, quality and workmanship of the product,
3. Eliminating wastage of material, time, etc
4. Maintaining strict discipline amongst the workers,
5. Preserving the morale of the workers, and
6. Providing instructions and other information to the workers and guiding them while in action.

II. Theories of Management

Management theories all revolve around similar concepts. Managers are expected to handle processes, people, information and other duties as necessary.

A manager may need to motivate their subordinate employees or determine how best to improve operational processes.

Management theories provide frameworks for successfully handling those responsibilities.

Managers must be responsible for the performance of their teams toward organizational goals. Reaching business goals might include reducing human error or standardizing processes. Management theories help to clarify these types of goals for managers and inform on how best to realize those goals.

Classical Management Theory

Classical Management Theory is predicated on the idea that employees only have physical needs. Because employees can satisfy these physical needs with money, Classical Management Theory focuses solely on the economics of organizing workers.

Due to this narrow view of the workforce; Classical Management Theory ignores the personal and social needs that influence employees' job satisfaction. As a result, Classical Management Theory advocates seven key principles:

- **Profit maximization**
- **Labor specialization**
- **Centralized leadership**
- **Streamlined operations**
- **Emphasis on productivity**
- **Single-person or select-few decision making**
- **Priority to the bottom line**

When these seven principles are put into practice, they create an “ideal” workplace based on a hierarchical structure, employee specialization, and financial rewards.

Human Relations Theory

- **Human Relations Theory considers the organization as a social entity**
- **This theory recognizes that money alone is not enough to satisfy employees**
- **Morale is considered to be integral to employee performance**
- **The major weakness of this theory is that it makes several assumptions about behavior.**

III. Societal and organizational environment

Organizational environments are composed of forces or institutions surrounding an organization that affect performance, operations, and resources. It includes all of the elements that exist outside of the organization's boundaries and have the potential to affect a portion or all of the organization.

Examples include government regulatory agencies, competitors, customers, suppliers, and pressure from the public.

- **In order to answer this question, let's look at two very different organizations: Basic Bolt Company and Terrific Technologies.**
- **Basic Bolt Company sells bolts to large manufacturing companies as components to make large machines and engines. They face a relatively static environment with few changing environmental forces. Currently, there are no new competitors in their market, few new technologies being discovered, and little to no activity from outside groups that might influence the organization.**
- **Opposite from this, Terrific Technologies is an internet marketing startup that faces a dynamic environment with rapidly changing regulations from the government, new competitors constantly entering the market, and constantly shifting consumer preferences.**

Internal Environment

- **An organization's internal environment consists of the entities, conditions, events, and factors within the organization that influence choices and activities. It exposes the strengths and weaknesses found within the organization. Factors that are frequently considered part of the internal environment include the employee behavior, the organization's culture, mission statement, and leadership styles.**

External Environment

- **An organization's external environment consists of the entities, conditions, events, and factors surrounding the organization that influence choices and activities and determine its opportunities and threats. It is also called an operating environment. Examples of factors affecting an organization's external environment include customers, public opinion, economic conditions, government regulations, and competition.**

UNIT – II - MANAGING PERSONNEL – SVCA1401

I. Personnel management

Personnel management is defined as an administrative specialization that focuses on hiring and developing employees to become more valuable to the company. It is sometimes considered to be a sub-category of human resources that only focuses on administration.

Personnel Management Skills

Personnel management skills are essential for the long-term success of your business. Personnel management helps you focus on hiring training supervising evaluating terminating and motivating employees.

5 Managerial Skills

1. Technical Skill. 2. Conceptual Skill. 3. Interpersonal and Communication Skills. 4. Decision-Making Skill. 5. Diagnostic and Analytical Skills.

II. Hiring process

Hiring process refers to the process of finding, selecting and hiring new employees to a company Hiring process definition Hiring process refers to the process of finding, selecting and hiring new employees to a company.

This process has three key segments: planning, recruitment, and employee selection.

Hiring Process Steps

- 1. Identifying hiring need.**
- 2. Planning.**
- 3. Creating a job description.**
- 4. Recruiter and hiring manager intake meeting.**
- 5. Posting and promoting job openings.**
- 6. Recruiting.**
- 7. Applicant screening**
- 8. Interviews.**
- 9. Applicant talent assessment.**
- 10. Background check.**
- 11. Pre-employment testing.**
- 12. Reference checks.**
- 13. Decision.**
- 14. Job offer.**
- 15. Hiring.**

16. On boarding

III. Interviewing

The interview process typically includes the following steps:

- Scheduling interviews,
- Conducting preliminary interviews,
- Conducting in-person interviews,
- Following up with candidates and
- Making a hire

Example

Example: How would you approach a new product launch

Situational Interview Questions

Goal: To get a sense of how the candidate would approach the task for your company.

Example: Tell me about a successful product launch you worked on.

Behavioral Interview Questions

Goal: To learn about how the candidate approached that task at a past company

The Phone Screener

Phone interviews are an easy way to screen job seekers.

In just a few quick questions, phone screeners allow you to vet a candidate and make sure they are a strong match skill-wise before you decide to invest further time in them.

At this stage, you'll want to focus on high-level questions to make sure they meet the requirements of the role.

Example

1. What's your availability for this job?
2. What attracts you most about this position?

3. What was the best thing about your last job?
4. What was the worst thing about your former job?
5. How would you solve this problem?

The Skill Test

Behavioral questions allow you to find the best fit for each role, and help you hire employees who can drive innovation, productivity, customer satisfaction and profits.

Determine test objectives, e.g. personality, values, skills, etc. and decide how candidates will be moved forward or eliminated based on the results.

The In-Person Interview

At this stage in the interview process, you already know that the candidate is generally well-qualified for the role, so it's time to dig further into culture fit and work style.

See if you can identify what motivates a candidate, what drew them to your company and how they work on a team, amongst other questions.

The Group Panel

By meeting with a variety of people, candidates get a comprehensive picture of the culture and the job itself, and team members get a strong sense of the contribution the job seeker will make as an employee.

Make sure you prepare interviewers with the job description and the candidate's resume.

Also, don't forget to identify a panel leader, and assign roles to each interviewer based on job function and/or expertise.

The Candidate Presentation

- **Team members will get a sense of contribution, skills and personality during a job seeker's presentation.**
- **However, you will need to make sure to be specific about the presentation topic to the candidate, and also determine objectives for evaluation of the presenter with the team.**
- **And don't forget to solicit feedback via a scorecard or a post-panel debrief.**

- While adding extra hoops for candidates raises the perceived difficulty of job interviews, it also slows down the hiring process — which can lead to costly hiring delays and candidates lost to the competition.
- Before adding additional layers to interviews, it's important for employers to assure that each new screen actually helps identify great candidates, and doesn't just make interviews harder without any offsetting benefit.

Interview Questions to Ask Candidates

1. What attracts you most to this position and company?
2. What was the best thing about your last job?
3. Tell me about a time you had a difficult working relationship with a colleague. What was the challenge, how did you address the situation and what did you learn from the experience?
4. What is a development area, a deficit, or a gap that you've had to overcome or improve in your career? How was that identified, and what did you do to improve?
5. What are two of the most satisfying accomplishments in your career? Tell me about each of them.
6. Do you have any questions for me?

IV. Performance Reviews

A performance review is a formal assessment in which a manager evaluates an employee's work performance, identifies strengths and weaknesses, offers feedback, and sets goals for future performance.

Performance reviews are also called performance

Appraisals or performance evaluations

Preparation for Performance Reviews

Prepare notes: Encourage employees to make notes before each performance review. They should document topics they want to discuss, strengths, weaknesses, and goals.

Brainstorm examples: Employees should be able to share concrete examples of how they have met goals set at the last review and how they have improved overall.

Self-evaluate: Employees should practice self-evaluation by giving themselves a mock performance review. They should identify new strengths, weaknesses, accomplishments, and goals.

Come with questions: Employees should have a safe environment to ask questions in performance reviews. Preparing questions ahead of time can help ensure everything that needs to be asked is asked.

What Should You NOT Say in a Performance Review?

CRITICISM WITHOUT AN EXAMPLE: Giving an example and providing ideas for improvement can help an employee better their performance rather than leave them feeling defensive.

COMPARISONS: This is not a space to rank employees or pit them against each other. Focus only on the performance of the employee you are evaluating.

FALSE PRAISE: While you should look for something positive to say in every performance review, giving false praise will only mislead an employee into thinking they are doing better than they are and rob them of the opportunity for improvement.

SPECULATION: Sharing rumors about the company or raising hopes for a raise or promotion that may not be possible causes unnecessary speculation and sometimes disappointment.

REPETITIVE COMMENTARY: Some important things bear repeating, but if you find you are giving the same advice and same praise in every performance review, try changing things up. Maybe the message isn't getting through in the way you are currently sharing it and needs further discussion. If both managers and employees keep notes of what's talked about in performance reviews, you can build off of advice and goals from each meeting rather than rehash the same thing over and over again.

“ALWAYS” AND “NEVER”: There's an exception to every rule. Ultimatums and blanket statements are rarely accurate and can make people feel defensive.

What to include in an employee performance review

Regardless of industry, most employee reviews include assessment of these skills:

- Communication**
- Collaboration and teamwork**
- Problem-solving**
- Quality and accuracy of work**
- Attendance, punctuality and reliability**
- The ability to accomplish goals and meet deadlines**

What to include in an employee performance review

- 1. Provide regular, informal feedback.**
- 2. Be honest.**
- 3. Do it face to face.**
- 4. Use tangible, pertinent examples.**
- 5. End on a positive note.**
- 6. Choose your words with care.**
 - 1. Achievement:**
 - 2. Communication skills:**
 - 3. Creativity**
 - 4. Improvement**
 - 5. Management ability**

V. Legal issues in personnel management

Unwelcome Behavior is the critical word. Unwelcome does not mean "involuntary." A victim may consent or agree to certain conduct and actively participate in it even though it is offensive and objectionable. Therefore, sexual conduct is unwelcome whenever the person subjected to it considers it unwelcome. Whether the person in fact welcomed a request for a date, sex-oriented comment, or joke depends on all the circumstances.

Sexual harassment includes many things

Actual or attempted rape or sexual assault

- **Unwanted pressure for sexual favors.**
- **Unwanted deliberate touching, leaning over, cornering, or pinching.**
- **Unwanted sexual looks or gestures.**
- **Unwanted letters, telephone calls, or materials of a sexual nature.**
- **Unwanted pressure for dates.**
- **Unwanted sexual teasing, jokes, remarks, or questions.**
- **Referring to an adult as a girl, hunk, doll, babe, or honey.**
- **Whistling at someone.**
- **Cat calls.**
- **Sexual comments.**
- **Turning work discussions to sexual topics.**
- **Sexual innuendos or stories.**

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Examples

VERBAL

- Referring to an adult as a girl, hunk, doll, babe, or honey
- Whistling at someone, cat calls
- Making sexual comments about a person's body
- Making sexual comments or innuendos
- Turning work discussions to sexual topics
- Telling sexual jokes or stories
- Asking about sexual fantasies, preferences, or history
- Asking personal questions about social or sexual life
- Making kissing sounds, howling, and smacking lips
- Making sexual comments about a person's clothing, anatomy, or looks
- Repeatedly asking out a person who is not interested
- Telling lies or spreading rumors about a person's personal sex life

NON-VERBAL

Looking a person up and down (Elevator eyes)

- Staring at someone
- Blocking a person's path
- Following the person
- Giving personal gifts
- Displaying sexually suggestive visuals
- Making sexual gestures with hands or through body movements
- Making facial expressions such as winking, throwing kisses, or licking lips

PHYSICAL

- Giving a massage around the neck or shoulders
- Touching the person's clothing, hair, or body
- Hugging, kissing, patting, or stroking

- **Touching or rubbing oneself sexually around another person**
- **Standing close or brushing up against another person**

Terminology

SEXISM

SEX DISCRIMINATION

SEXUAL HARASSMENT

SUBTLE SEXUAL HARASSMENT

QUID PRO QUO HARASSMENT

HOSTILE WORK ENVIRONMENT

UNIT – III - MEDIA CONVERGENCE – SVCA1401

I. Media Convergence

Entrepreneur

An entrepreneur is an individual who creates a new business, bearing most of the risks and enjoying most of the rewards.

The process of setting up a business is known as entrepreneurship.

The entrepreneur is commonly seen as an innovator, a source of new ideas, goods, services, and business/or procedures.

Entrepreneurs play a key role in any economy, using the skills and initiative necessary to anticipate needs and bringing good new ideas to market.

Entrepreneurship that proves to be successful in taking on the risks of creating a startup is rewarded with profits, fame, and continued growth opportunities.

Entrepreneurship that fails results in losses and less prevalence in the markets for those involved.

4 Types of Entrepreneurship

Anyone interested in starting and running their own business should consider which entrepreneurial model they prefer:

- **Small business,**
- **Scalable startup,**
- **Large company or social entrepreneurship.**

5 characteristics of an entrepreneur

- **Motivation: Entrepreneurs are by nature motivated.**
- **Passion: is another characteristic of entrepreneurs.**
- **Vision: The best entrepreneurs have a vision as to what they want to achieve, how they can accomplish their objectives, and whom they need on their side to reach their goals.**
- **Confidence.**
- **Decision Making.**

Advantages

Media convergence has proved to be beneficial in the digital era which is filled with content seeking our attention continuously. Here are the most important advantages of Media Convergence:

- **The instant availability of news and moment-based content is one of the top advantages of media convergence between traditional media and new media.**
- **The content producers can specifically target the best audience or group they are aiming towards by publishing customized content.**

- With media convergence, the audience has also become the creator themselves. From memes to social media posts, media convergence has truly been beneficial to integrate audience on a global level.
- Another important benefit of media convergence that it has broadened the limitations of traditional media by blending it with new media, thus providing instant and latest content on an international level.
- With the media convergence between traditional media and new media, the cost of digital marketing has also become economical thus making this process beneficial and affordable.

II. Monopoly & Oligopoly

A monopoly and an oligopoly are market structures that exist when there is imperfect competition.

A monopoly is when a single company produces goods with no close substitute, while an oligopoly is when a small number of relatively large companies produce similar, but slightly different goods.

Monopoly

- **A monopoly exists in areas where one company is the only or dominant force to sell a product or service in an industry.**
- **This gives the company enough power to keep competitors away from the marketplace.**
- **This could be due to high barriers to entry such as technology, steep capital requirements, government regulation, patents or high distribution costs.**
- **Once a monopoly is established, lack of competition can lead the seller to charge high prices.**
- **Monopolies are price makers.**
- **This means they determine the cost at which their products are sold.**
- **These prices can be changed at any time.**
- **A monopoly also reduces available choices for buyers.**
- **The monopoly becomes a pure monopoly when there is absolutely no other substitute available.**

Oligopoly

- **In an oligopoly, a group of companies (usually two or more) controls the market.**
- **However, no single company can keep the others from wielding significant influence over the industry, and they each may sell products that are slightly different.**
- **Prices in this market are moderate because of the presence of competition.**
- **When one company sets a price, others will respond in fashion to remain competitive. For example, if one company cuts prices, other players typically follow suit.**
- **Prices are usually higher in an oligopoly than they would be in perfect competition.**
- **Oligopoly arises when a small number of large firms have all or most of the sales in an industry.**
- **Examples of oligopoly abound and include the auto industry, cable television, and commercial air travel.**
- **Oligopolistic firms are like cats in a bag.**

Types of Monopoly

- **Natural monopoly costs are minimized by having a single supplier**
- **Geographic monopoly small town, because of its location no other business offers competition**
- **Government monopoly government owned and operated business**
- **Technological monopoly**

III. Meaning of Financial Management

Financial Management means planning, organizing, directing and controlling the financial activities such as procurement and utilization of funds of the enterprise.

It means applying general management principles to financial resources of the enterprise.

Scope/Elements

- **Investment decisions includes investment in fixed assets (called as capital budgeting). Investment in current assets are also a part of investment decisions called as working capital decisions.**

- **Financial decisions** - They relate to the raising of finance from various resources which will depend upon decision on type of source, period of financing, cost of financing and the returns thereby.
- **Dividend decision** - The finance manager has to take decision with regards to the net profit distribution. Net profits are generally divided into two:
 - **Dividend for shareholders**- Dividend and the rate of it has to be decided.
 - **Retained profits**- Amount of retained profits has to be finalized which will depend upon expansion and diversification plans of the enterprise.

Objectives of Financial Management

The financial management is generally concerned with procurement, allocation and control of financial resources of a concern. The objectives can be

- To ensure regular and adequate supply of funds to the concern.
- To ensure adequate returns to the shareholders which will depend upon the earning capacity, market price of the share, expectations of the shareholders.
- To ensure optimum funds utilization. Once the funds are procured, they should be utilized in maximum possible way at least cost.
- To ensure safety on investment, i.e, funds should be invested in safe ventures so that adequate rate of return can be achieved.
- To plan a sound capital structure-There should be sound and fair composition of capital so that a balance is maintained between debt and equity capital.

Functions of Financial Management

1. Estimation of capital requirements
2. Determination of capital composition
3. Choice of sources of funds
4. Investment of funds
5. Disposal of surplus
6. Management of cash
7. Financial controls

Estimation of capital requirements

- A finance manager has to make estimation with regards to capital requirements of the company
- This will depend upon expected costs and profits and future programs and policies of a concern
- Estimations have to be made in an adequate manner which increases earning capacity of enterprise

Determination of capital composition

- **Once the estimation have been made, the capital structure have to be decided. This involves short- term and long- term debt equity analysis**
- **This will depend upon the proportion of equity capital a company is possessing and additional funds which have to be raised from outside parties. profit control, etc.**

Choice of sources of funds

For additional funds to be procured, a company has many choices like-

- **Issue of shares and debentures**
- **Loans to be taken from banks and financial institutions**
- **Public deposits to be drawn like in form of bonds.**

Choice of factor will depend on relative merits and demerits of each source and period of financing.

Investment of funds

- **The finance manager has to decide to allocate funds into profitable ventures so that there is safety on investment and regular returns is possible.**

Disposal of surplus

- **The net profits decision have to be made by the finance manager. This can be done in two ways:**
- **Dividend declaration - It includes identifying the rate of dividends and other benefits like bonus.**
- **Retained profits - The volume has to be decided which will depend upon expansional, innovational, diversification plans of the company.**

Management of cash

- **Finance manager has to make decisions with regards to cash management.**
- **Cash is required for many purposes like payment of wages and salaries, payment of electricity and water bills, payment to creditors, meeting current liabilities, maintenance of enough stock, purchase of raw materials, etc.**

Financial Controls

- **The finance manager has not only to plan, procure and utilize the funds but he also has to exercise control over finances.**
- **This can be done through many techniques like ratio analysis, financial forecasting, cost and profit control, etc.**

UNIT – IV - NEWS AND NEWS MANAGEMENT – SVCA1401

I. The importance of news

Managed News

Managed news includes both the release of specific stories intended to build public support as well as the deliberate non-coverage of news stories that may undermine goals.

Localism

Localism is the belief that services should be controlled and provided, or goods produced and bought, within a local area for the benefit of people in that area.

For all the talk of localism, power remains concentrated in the hands of central government.

- 1. A way of acting characteristic of one locality; local custom, practice, or mannerism**
- 2. A word, meaning, expression, pronunciation, etc. peculiar to one locality**
- 3. Fondness for a particular locality**
- 4. Narrow outlook; provincialism**

News program

A news program, news programme, news show, or newscast is a regularly scheduled radio or television program that reports current events. News is typically reported in a series of individual stories that are presented by one or more anchors. A news program can include live or recorded interviews by field reporters, expert opinions, opinion poll results, and occasional editorial content. A special category of news programs are entirely editorial in format. These host polemic debates between pundits of various ideological philosophies. In the early twenty first century news programs, especially those of commercial networks, tended to become less oriented on hard news, and often regularly included "feel-good stories" or humorous reports as the last items on their newscasts, as opposed to news programs transmitted thirty years earlier, such as the CBS Evening News with Walter Cronkite. From their beginnings until around 1995, evening television news broadcasts continued featuring serious news stories right up to the end of the program, as opposed to later broadcasts with such anchors as Katie Couric, Brian Williams, and Diane Sawyer.

Sweep

To remove (something, such as dust or dirt) from a surface with a broom or brush or with a quick movement of your hand, fingers, etc. : to remove dust, dirt, etc., from (something) with a broom or brush. : to move or pass quickly, forcefully, or smoothly.

Media ethics is the best division of applied ethics dealing with the specific ethical principles and standards of media, including broadcast media, film, theatre, the arts, print media and the internet. Media ethics promotes and defends values such as a universal respect for life and the rule of law and legality.

UNIT – V - MARKETING MANAGEMENT – SVCA1401

I. Meaning, Definition, Application

Marketing management has the direct responsibility to find out areas where the company's products and services fail to fulfill consumer needs and expectations and to initiate vigorously marketing programs to provide desired satisfactions explicitly demanded by consumerism. Marketing management's nature and objectives will have become vastly more consumer-oriented and much less product and/or corporation-oriented for the maximum long-range benefits of the corporation itself.

Definition of Marketing Management

Marketing management is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals.

Explaining the definition, you can understand that marketing management is a process that involves analysis, planning, implementation, and control of goods, services, and ideas. The marketing management process is based on the idea of exchange.

What is the goal of such a process? The simple answer is to provide satisfaction to everyone involved in the said process, including company, customers, suppliers, and channel members.

What a marketing manager does, or what roles he plays in the process involving marketing management?

His job in the process is to find prospects and to stimulate them to buy his products. But it does not truly explain the job being performed by a marketing manager.

In addition to stimulating the demand for his products, he undertakes a lot of other diversified activities. He has to influence the level, timing, and composition of demand to help his organization achieve its goals.

Most marketing experts believe that the marketing manager's job is to manage the demand for his product. It would help if you realized that demands vary in terms of their states. In the following section, we shall try to give you an idea of different demand states and the consequent marketing tasks.

creativity and innovation

That most human of qualities, creativity evidences itself in our ability to solve challenges or problems with novel solutions ideas. Shawn Hunter, author of Out Think:

How Innovative Leaders Drive Exceptional Outcomes (Wiley, 2013), defines creativity as "the capability or act of conceiving something original or unusual."

The key factor is that creativity remains an idea alone, not reality yet. Interestingly, creativity is very specific to people; animals have no way to communicate ideas, and much of what they do transfer is assumed by instinct or by example.

innovation

Hunter weighs in with his own definition of this also: "Innovation is the implementation or creation of something new that has realized value to others." Innovation is realized most vividly in the form of a tool, physical benefit, or aid that solves a problem or creates an advantage. These tools are not limited to humans – for example, according to the Science Times, birds and monkeys use sticks to pull food out of tight locations. So, innovation is far more possible for different species under different conditions and environments.

INTERNAL COMMUNICATION

Internal communication is information exchange within the organization. Messages can be

exchanged via personal contact, telephone, e-mail, intranet (the website accessible only by

employees) etc. Internal communication as a way of information exchange within the organization can be vertical, horizontal and diagonal.

Internal communication helps employees in performing their work, developing a clear sense of

organization mission and identifying and promptly dealing with potential problems.

In ERA - LGBTI Equal Rights Association internal communication is organized in the following

manner:

- vertical (communication between employees on different hierarchical positions)**
- downward – executive directors, management, officers, assistants**
- upward – assistants, officers, management, executive directors**
- horizontal (communication between individuals on the same hierarchical positions)**
- diagonal situations (when vertical (upward and downward) channels have to be filled)**

In ERA - LGBTI Equal Rights Association internal communication is established via various

channels: e-mail, staff meetings, and online tools for information exchange (Google Calendar,

and Google Drive).

EXTERNAL COMMUNICATION

While in internal communication information flow goes upwards, downwards, horizontally and

diagonally within the organizational structure, in external communication the information

exchange goes both within the organization and outside of it. Organizations communicate with

the outside world on a daily basis. External communication can be formal and informal.

FORMAL EXTERNAL COMMUNICATION

Special attention is paid to formal communication in organizations. Regardless of how it is

established – via a letter, e-mail, web, telephone or some other way – the efficient external

communication is the first step in creating the appropriate image. Carefully created letters,

reports, presentations or web pages, send the outside world an important message about the work

and quality of the organization.

Trend 1: Investing in future growth

Thinking three moves ahead is vital in any game, and is essential to sales growth. But this skill does not come automatically. The best sales leaders make trend analysis a formal part of the sales-planning process, and make forward planning part of someone's job description. This means they are perfectly poised to capture the opportunities created by sudden changes in the environment.

Knowledge is only one part of the equation, though. Top-performing sales organizations have the will and the means to translate macro shifts into real top-line impact fast. The first-mover advantage created by forward-looking sales plans drives sales in areas where competitors have yet to arrive.

Many sales executives explicitly account for investment in new growth opportunities in their annual capacity-planning processes. More than half of the fast-growing companies we interviewed look at least one year out, and 10% look more than three years out. Thinking ahead is not just about resource planning: 45% of fast-growing companies invest more than 6% of their sales budget on activities supporting goals that are at least a year out.

Trend 2: Finding the growth in micromarkets

Averages lie. In the quest for sales growth, averages can mask where growth truly lies, and the hidden pockets of growth in your industry may be in your own backyard.

The most successful sales leaders I speak to are extremely proactive at mining the growth that lies beneath their feet in what can appear — on average — to be mature markets. They take a geological hammer to all their market and customer data; they break larger markets down into much smaller units, where the opportunities — prospects, new customer segments, or microsegments — can be assessed in detail. This disaggregation makes it apparent very quickly that a broad-brush approach leads to resources being wasted where growth is significantly below average.

Micromarket strategies are heavy on the analytics, so it's important that sales teams on the ground don't get bogged down by the details, and can use the information in the most effective way.

Trend 3: Capturing value from big data and advanced analytics

Sales forces have an incredible amount of data at their fingertips today compared with even four or five years ago, but getting insights from it and making those actionable is much harder. Sales leaders that get it right make better decisions, uncover insights into sales and deal opportunities, and refine sales growth strategies.

The big shift we see today is from the analysis of historical data to using data to be more predictive. Sales forces use sophisticated analytics to decide not only what the best opportunities are, but also which ones will help minimize risk. In fact, in these areas, three-quarters of fast-growing companies believe themselves to be above average, while 53%–61% of slow-growing companies hold the same view.

But even among fast-growing companies, only just over half of them — 53% — claim to be moderately or extremely effective in using analytics to make decisions. For slow-growing companies, it drops to a little over a third. This indicates that there remains significant untapped potential in sales analytics.

To start with, you need to have a lot of very smart data scientists to help you mine the data, and then you need people with the business expertise to translate that into something that salespeople can act upon. Then, the next time a rep goes to see a customer, he or she knows exactly who to see, when to see them, what to say, and precisely what to offer.

Trend 4: Outsourcing the sales function

One of the sales trends that we began to see while doing the research for Sales Growth is the outsourcing of parts of (and sometimes lots of) the sales value chain. What's new today is that the automation we mentioned has enabled third-party vendors to run a company's entire end-to-end sales process. I'm talking all the way from demand generation to customer acquisition and fulfillment.

These companies understand your target segments, they use big data to identify leads, they market to different segments with different offers and using different platforms, and then they match their own sales reps to individual customers based on the likelihood of converting that particular type of person. For the sales organization, it means moving to a model where your pay is based not on the service, but on the new customers being acquired.

Trend 5: Understanding social selling

An effective sales organization needs to explore every avenue in its quest to truly understand the customer. It's important for sellers to understand who the individual customer is, who the buyers are, who the decision-makers are, who the influencers are, and who owns the budget — and what their perception of their organization is. A lot of that can be learned through what they share online on different platforms and in different ways: expressing opinions, asking for help, and general discussions.

Trend 6: Collaborating more closely with marketing

Marketing and sales may seem inextricably linked, but often when I'm working with commercial functions at large organizations, I find their relationship can be contentious and lopsided: Sales dominates in B2B sectors, while marketing dominates in B2C. Our own research for Sales Growth revealed a striking trend in sales and marketing: 61% of companies that have both functions deliver above-market revenue growth and enjoy high profitability.

It's important to align sales with marketing so that both understand precisely whom they are targeting and the journey those buyers are making. This may sound obvious,

but the two functions often work in a vacuum, each with different views of which customers to pursue.

Both functions also generate enormous volumes of valuable data on customer segments and preferences, but the flow of those insights tends to be one-way: from marketing to sales. At the outperforming companies I see, the front line reports back to help marketing refine its offerings, and datasets are integrated to create more accurate pictures of selling opportunities.

At the most basic level, chief marketing officers and heads of sales need to engage with each other on an equal footing. In my experience, failure to collaborate is outmoded at best, and dangerous to a company's performance at worst.

Trend 7: Adopting automation and artificial intelligence

We did some research with the McKinsey Global Institute and found that 40% of tasks within the traditional sales function can now be automated. Already. With projected advancements in technology, especially in natural language processing, the research suggests this could top 50%.

Lead generation is a great example. Even with CRM systems in place, we see companies where 75% of leads aren't followed up on. Those are leads that have already had time and money spent on them, but are then left to wither away. When some of the organizations we work with started to use artificial intelligence (AI) for their lead generation qualification, the results have been a 100% touch rate, and the AI can keep these leads warm for months, sometimes even making the first introduction. This is just one aspect of sales that AI can help with, and we see no reason why automation and AI can't be used in more complex elements of the sales process.

We get asked a lot if this means we see the death of the salesperson. Our answer is a categorical no. The salesperson will continue to be critical within the sales organization. However, there are questions as to what role he or she will play and what skills he or she will need, given that we think the human touch will remain vital to customer interactions.