



UNIT – I	Management, Concept & Meaning of Management, 6 m' of Management Importance of Management for newspaper Industry
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“Manage the man with tactics is known as management”

INTRODUCTION Management is essential for all organizations big or small, profit or non-profit, services or manufacturing. Management is necessary so that individuals make their best contribution towards group objectives. It consists of a series of interrelated functions that are performed by all managers. According to Harold Koontz, “Management is an art of getting things done through and with the people in formally organized groups. It is an art of creating an environment in which people can perform and individuals can co-operate towards attainment of group goals”. According to F.W. Taylor, “Management is an art of knowing what to do, when to do and see that it is done in the best and cheapest way”.

DEFINITION:

- 1. In the words of Henry Fayol:** “Management is defined as, to manage is to forecast and plan to plan to organize to command, to coordinates and to control.”
- 2. Koontz O'Donnell:** Management is the task of manager to establish and maintain internal environment in which people working together in groups can perform effectively towards the attainment of group goals.

In short management may be defined as the agency that provides leadership, guidance, and control for the achievement of the objective set by administration.

- 1) Management as Science-** Science is a systematic body of knowledge pertaining to a specific field of study that contains general facts which explains a phenomenon. Since the principles of management are not as exact as the principles of science their application and use is not universal. They have to be modified according to on given situation.
Cause & Effect Relationship. E.g. when metals are heated, they are expanded. The cause is heating & result is expansion . . E.g. lack of parity (balance) between authority & responsibility will lead to ineffectiveness
Test of Validity & Predictability – E.g. H₂ & O₂ will always give H₂O. Principles of management can also be tested for validity. E.g. principle of unity of command can be tested by comparing two persons – one having single boss and one having 2 bosses. The performance of 1st person will be better than 2nd.
- 2) Management as an Art-** Art implies application of knowledge & skill to trying about desired results. An art may be defined as personalized application of general theoretical principles for achieving best possible results. Art has the following characters –
 - ❖ **Practical Knowledge**
 - ❖ **Personal Skill**
 - ❖ **Creativity**
 - ❖ **Perfection through practice**
 - ❖ **Goal-Oriented**
- 3) Management as a Profession-** A profession may be defined as an occupation that requires specialized knowledge and intensive academic preparations to which entry is regulated by a representative body. The practice of management is an art. However, managers can work better

if their practice is based on the principles of management. These principles constitute the science of management.

Management as an art and a science are therefore not mutually exclusive, but complement each other. The essentials of a profession are:

- ❖ Specialized Knowledge
- ❖ Formal Education & Training
- ❖ Social Obligations
- ❖ Code of Conduct
- ❖ Representative Association

FEATURES OF MANAGEMENT- Management is an activity concerned with guiding human and physical resources such that organizational goals can be achieved. Nature of management can be highlighted as: -

1. Management is Goal-Oriented
2. Management integrates Human, Physical and Financial Resources
3. Management is Continuous.
4. Management is all Pervasive
5. Management is a Group Activity
6. Management is the art of getting things done through and with people.
7. Management is primarily direction.
8. Management is the development of people
9. Management is beauty.
10. Management is a process for the utilization of growth-inputs.

The two important elements which make up the art of management. (A) Human Resources	(B) Physical Resources
(a) Personnel Admission	(a) Finance or Money
(b) Training	(b) Raw Materials
(c) Development of Human Environment	(c) Buildings
(d) Development of natural talent of the people.	(d) Machinery's Plant
(e) Development of Human personality.	(e) Other Equipment

7M OF MANAGEMENT

1. Man - Man in management is referred as a human resource. Even in the automated world no organization can flourish without human resource. In terms of management recruitment, selection, training promotion, grievances handling. Payment of compensation gratuity, termination of services is the few issues that have to be dealt effectively to retain the talent within an organization.

2. Material- Material is a basic ingredient in management be it a service industry or a product industry. Most of the industries locate them self-nearby to the availability of material. For instance a mineral water factories In India are mostly located in the Himalaya where a fresh source of water, which is also a raw material to these companies are available. Similarly services industries such as banking Insurance Hair Dressing Saloons etc. are located near its existing and prospective clients. Perishable products such as dairy products locate themselves where well connected transportation and distribution facilities are available.

3. Machine -Machine are the basic tools to produce goods or to generate services. Selection of an appropriate machine not only enhances efficiency but also saves times and increases revenue. Tailoring the requirement of the organization, Selections of a right technical machine and equipment, availability of spare parts, evaluation of after sales services, substitutes and technology and the organization budget are the crucial criteria while purchasing a machine. Maintenance and overhauling issues along with its life span also cannot be overlooked. In service Industry Technology matters a lot these days we are having Computers & peripherals as a major machine to serve the service clients.

4. Money- Money issue in management involves right from where an enterprise is established and the owner brings money in the business. Various long term and short term sources of finances are determined. Loans and advances are taken management is done to meet day to day business requirements and the funds involved in meeting those requirements are known as working capital. Investments in assets patents are done and proposals are screened according to the payback period.

5. Method- Every thing has a right way to do and this right way is known as a Method in management. In short it means an art of doing. A set of procedures and instructions is known as a method. For instance to obtain a credit card a customer follows a following series of steps filling a credit card application, attaching required documents and submitting to a bank representative. While processing the credit card application The form filled by the a customer is checked. Documents are verified and customer verification is done. Credit card is dispatched by generating pin to a courier company for the final delivery to the customer and records are maintained. All these standard procedures are known as method in management.

6. Management- The functions of management involves planning controlling leading organizing decision making of business areas in Marketing, Production, Sales, Research & Development, Human Resource, Finance, Operations Etc. It includes Business tactics and strategy application. Few traditional management most heard are Strike when then iron is hot, No free lunch, etc. There are various levels of management Top level takes all major and crucial decisions and frames organization mission, vision and objectives. Middle level management gives direction to lower level management of how to implement those business objectives. Policies are framed and work method are determined to get set and Go.

7. Moral Values -Every enterprise exist in a society and must conduct business by fair means. It must include the welfare of its stakeholders (also known as Corporate Governance) like shareholders, buyers suppliers, employees. The paramount consideration of welfare must not be overlooked in the blind race of profit making. Government policies rules and regulations also governs this aspect of management. Consumer Courts are opened. Legal penalties against violation of corporate law are framed and it is an obligatory requirement to abide by these laws and regulations if an organization wants to exist in an society.

IMPORTANCE OF MANAGEMENT IN NEWSPAPER ORGANIZATION

Management is an extremely important function in every organization. It provides an invigorating force that brings life in an organization. It is through effective application of management principles and techniques that an organization, industry or service can succeed in achieving goals.

Management has been defined as distinct process consisting of activities of planning, organizing, actuating and controlling, performed to determine and accomplish stated objectives with use of human beings and other resources. In every organization managers have to design and maintain an environment in which individuals work in groups to achieve selected missions and objectives. Managers direct the



effort and activities of other people toward common objectives. Simply stated, management is to get things done through other people. Management is the art of getting things done through or with informally organized groups.

Management plays a pivotal role in a newspaper organization. The success of a newspaper organization is determined by the effectiveness of its management in terms of its competence, integrity and performance. Management makes the human efforts in a newspaper organization more productive. The inputs of labour, capital and news content do not themselves ensure growth of a newspaper establishment. It requires the catalyst of management to maximize the results. It is rightly said that management is the mover and development is the consequence.

Howsoever sound and credible the journalistic product of a newspaper organization may be, the fact remains that it cannot succeed without professional management. The managerial functions of planning, organization, coordination, motivation and control must be performed effectively and purposefully in the newspaper organization. The activities in the editorial, advertising, printing, personnel, accounts and other departments have to be planned, organized, coordinated and controlled properly failing which the objective remain unachieved. Intense competition among newspapers as well as from other media-television, magazines and radio-has necessitated adopting of suitable and better marketing strategies in a newspaper organization.

Newspapers individually and collectively – need equally strong promotion to sell their services on account of competition from other media. It is widely acknowledged that if financial resources are properly managed and utilized, newspaper publishing may be profitable activity. By adopting the modern techniques of human resource management, the morale of personnel working in a newspaper organization can be kept high. Equally important is employee motivation for it is the driving power which carries out plans of management through enthusiasm of the group. Truly, the hazards in a newspaper enterprise that impede stability, profitable operation and continuance of publication can be removed by adopting techniques of modern management. The changing economic, social and technological scenario has wrought developments that demand aggressiveness and professionalism in newspaper management.



UNIT – II Definition of Newspaper, Newspaper as an Industrial Product, its unique features. Fundamental Problems of Newspaper Management. Basic Principles of Management and their application.

DEFINITION OF NEWSPAPER

*Newspapers belong to the oldest methods of getting information to the **public** and keeping people well-informed on important events. They can **cover** more news in greater detail than other **media** and reporters have more time to **get the facts straight**. Producing a newspaper **requires speed** and good organisation. Reporters, **editors** and photographers always face **deadlines**. Many other workers are **also involved** in making a paper: advertising salespeople, **artists**, **printing press operators** and **truck drivers**.*

A newspaper is a publication intended for a broad audience that appears regularly, often daily, and claims to contain factual accounts of recent events. Usually newspapers are published with the intention of making a profit. Frequently, their factual content is accompanied by advertisements and nonfactual material intended as entertainment.

Journalists often boast that they write “the rough draft of history.” The key point here is *rough draft*. Newspapers are written in haste and often contain inadvertent factual errors, large and small. Moreover, a newspaper’s “factual” content is determined by its point of view or bias. This point of view is shaped by the political positions taken by editors and publishers, and sometimes shaped by the newspaper’s commercial relationship with advertisers. It is also shaped by a newspaper’s location. For example, the *St. Petersburg Times* might call a hurricane in Florida a terrible catastrophe, while a newspaper in Idaho might ignore it entirely.

Newspapers from the past contain several kinds of information for historians. They offer factual accounts of events such as earthquakes, battles, and elections. Historians often mine newspapers for basic information about who did what, when, how, and where. Newspapers are also filled with contextual information, such as advertisements and features, from which historians can build a more complete picture of the world in which a particular event took place.

FORMAT OF NEWSPAPERS

Standard papers are large papers that can have a size of up to 55 cm by 33 cm. Generally, these newspapers are more **serious** and present more facts than tabloids.

Tabloids are smaller papers with a size of up to 37 cm by 25 cm. They concentrate on sensational stories and often **publish gossip combined** with big pictures.

TYPES OF NEWSPAPERS

Newspapers can be divided into three basic types:

- dailies
- weeklies
- special interest newspapers

In addition, many newspapers have their own online **edition** which **provides** news over the Internet. Daily newspapers print world, national and **local** news. Many of them also have a section about events that happen in the area in which the reader lives. Most dailies are **distributed** in the morning, but in some large cities newspapers have an afternoon or evening **edition** that comes out when people travel home from work. Sunday newspapers have **additional features** and more pages than weekday editions. **Topics** like **entertainment**, finance or travel are **included** in separate sections,

which sometimes make Sunday papers so large that they are difficult to **handle**. Weekly papers are **distributed** in a much smaller area and have news that is more **local** and personal. In small **communities** people know each other and are often interested in activities of their friends and neighbours. Special interest papers are newspapers for a special part of the population, like **Hispanics** in America. Some of them also focus on certain **topics** like sports or business.

CONTENTS OF A NEWSPAPER

- International news – large format papers publish more news about world affairs than tabloids
- National news covers the main events that happen in the country.
- Local news centers on what happens in the state or district that the reader lives in . Tabloids have more local stories than others.
- Editorials are articles that show the opinion of the writer .
- Letters to the editor come from readers and show their opinion on certain topics or agree or disagree with an editorial.
- Comic strips are a series of drawn pictures , mostly by a cartoonist, that show a story
- Crosswords and other puzzles give the reader the chance to solve certain tasks
- Horoscopes give you a description of your character and the things that may happen to you, based on the position of the stars and planets at the time of your birth.
- Television guides give the reader an overview of the programmes they can watch throughout the day.
- Sports are a very important part of most newspapers . That's why they are given a larger section at the back of a newspaper.
- Weather reports and forecasts give the readers information on local as well as travel and international weather
- Death notices appear mostly in local papers . They show a list of people who have died in the region in the last few days.
- Advertisements take up large parts of a newspaper and are positioned throughout the paper. Sometimes they can be a whole page in size, in other cases they make up only a few lines.
- Advice columns offer tips for readers and answer their questions on certain topics.
- Movie, art, book and music reviews give the reader information on new releases. Reporters give their own opinion on how good a new film, book or a newly released CD is.

HOW NEWSPAPERS ARE MADE

1. Gathering information : *The first step in printing a newspaper is to collect enough information . A paper gets the news from two main sources:*

Reporters and **correspondents** do a lot of **research** work in order to **gather** the facts. They must also find out which news is important and worth reporting and which information can be left out.

- A newspaper **employs various** kinds of reporters. A beat reporter **covers certain issues and topics**, mostly over a longer period of time. He or she may report on a crime and the **trial** that follows. An education reporter follows topics **related** to schools and universities. Other beat reporters **cover topics** like **fashion** or **science**. **General assignment** reporters **cover** any story that they are given to by the **editor**. Sometimes reporters spend months trying to get stories on **corruption** and other **wrongdoings**. These stringers, as they are called, do not work for a paper, but send them stories **regularly**. Large newspapers often have offices in other cities or countries . **Foreign correspondents** work in these offices and can send news stories to the newspaper very quickly.
- Newspapers cannot have reporters and **correspondents** everywhere in the world. They get part of their information from **news or wire services**. Such services collect information from reporters all



over the world and **relay** it **via** computers and satellites to newspapers. Among the largest news services are United Press International and Associated Press (both USA). Other services **include** Reuters (UK), Agence France Press (France) and ITAR-TASS (Russia) .

2. Writing and Editing - Most reporters only **provide** information and the **basic** facts of a story and **rarely** write the whole story themselves. This is usually done by news editors. They write stories as a team on computers that are connected together. The finished story goes to a copy editor or reader, who corrects spelling and makes the story easier to read. If it is too long he makes it shorter and also finds a headline. Stories would be boring without photos . Newspapers get pictures from **news services** and sometimes have their own photographers who work for them. Graphic **artists design charts or illustrations for certain** stories. Columnists write stories that **offer** readers **opinions** about the news and important events. These **editorials** often try to **influence** the **opinion** of the reader.

3. Creating a layout - The layout shows where the text, photos, advertisements etc.. should appear on the page. Almost all newspapers use computers to create layouts. Usually these layouts are just empty frames that are filled when the news comes in.

4. Printing the newspaper - The completed paper is transferred electronically from computers to the printing press. Most papers use offset printers in which the contents is put on curved printing plates. Every day newspapers must be finished at a certain time, so that they can be delivered to the readers on time. For the morning editions this deadline is mostly late at night or shortly after midnight. For newspapers published in the afternoon the deadline is sometime in the morning or near noon.

5. Delivery and circulation - After printing, the papers are **bundled** into groups , **loaded** on lorries and **delivered** to stores, **vending machines** and **newsstands**. Thousands of **carriers** pick up newspapers at a **distribution point** and **deliver** them to private homes, because everyone wants to get the newspaper as early as possible. **Circulation** managers organize the **sales** of newspapers and try to **increase** the number of readers.



6. Advertisements - A newspaper cannot exist without advertisements. They pay for at least 75 % of all costs. The people who work in this department sell ads to individuals and companies. Newspapers carry two types of ads. Display ads can be as large as a full page and can also include illustrations and photos. Classified ads or want ads usually appear in a separate section. They often have only a few lines in which people offer goods and services or look for jobs and apartments. Classifieds are grouped into categories so that readers can easily find what they want.

UNIQUE FEATURES OF NEWSPAPER

- 1. Headline** – usually only four or five words. It tries to attract the interest of the reader by telling them what the story is about, in a short and interesting way.
- 2. By-line** – who wrote the article.
- 3. Introduction** – It will set the scene and summarise the main points of the article: who, what, when, where.
- 4. Body** – provides more detail about the event, in particular it answers the questions how and why.
- 5. Quotes** – sometimes articles will include what a person (like an eye-witness or an expert) has said. These will be in speech marks.
- 6. Photograph and caption** – sometimes articles have a photograph, and a sentence explaining the photograph.



BASIC PRINCIPLES OF MANAGEMENT AND THEIR APPLICATION.

It may be noted that while the principles of management are universal, they may have to be modified to suit the needs and requirement of different situation in the newspaper organization. The principles of management including those suggested by Henri Fayol, the great French Writer on management, are briefly discussed as below.

1. PRINCIPLE OF OBJECTIVE = This principle requires that every member of the newspaper organization should be familiar with its basic goals and objectives, and every activity of the newspaper organization should be directed and should result in the accomplishment of these objectives. The newspaper organization as a whole and every part of it must contribute to the attainment of newspaper objectives.

2. PRINCIPLE OF SPECIALISATION = This is also known as the Principle of Division of labour, the principle of specialization implies that the work of every person in the newspaper organization should be limited as far as possible to the performance of a single leading function.

The application of this principle enables an editor or a correspondent or any other personnel working in the newspaper organization to concentrate his efforts on a single line of endeavour which permits him to have better acquaintance with the subject matter and a better utilization of time.

3. PRINCIPLE OF SPAN OF CONTROL = This principle states that no superior should have more than a specific and limited number of subordinates. The principle of span of control makes the newspaper executives aware of the fact that on account of the limitation of time and ability there is a limit on the number of subordinates that they can effectively supervise.

4. PRINCIPLE OF AUTHORITY AND RESPONSIBILITY = According to this principle, authority and responsibility should go side by side in the newspaper organization. It implies that a person working in the newspaper organization should be held responsible for carrying out an activity in so far as he has authority over that activity. Authority should not be conceived apart from responsibility.

5. PRINCIPLE OF UNITY OF COMMAND = The principle of unity of command is the most widely recognized principle of management. It states that each subordinate should have only one superior. Ernest dale states this principle follows : "Each person should receive orders from only one superior and be accountable to him". Fayol stated, "an employee should receive orders from one superior only". The principle of unity of command is based on the sound reason that if a person receives orders from more than one superior, it would lead to confusion and chaos.

6. PRINCIPLE OF UNITY OF DIRECTION OR ORDER GIVING = This principle states that orders concerning a particular operation should be received directly from one person only. It was stated by Fayol as "one head and one plan for a group of activities having the same objectives". The principle of unity of direction is largely meant to ensure co-ordination. It should not be confused with the principle of unity of command. The former is meant for sound functioning of the organization while the later is related to the functioning of the personnel.



7. THE EXCEPTION PRINCIPLE = The exception principle means that every manager at every level should take all decisions within the scope of authority and only matters beyond the scope of his authority should be referred to his superior for decision. The premise of this principle is that decisions which recur frequently should be reduced to a routine and delegated to subordinates while the supervisors should concentrate their energy and time on unusual matters of exceptional character. This principle will enable the top executives to devote his time to policy matters and his energies will not be frittered away on matters of routine.

8. SCALAR PRINCIPLE = This principle means that authority and responsibility should flow in a clear unbroken line from the highest executive to the lowest operative. According to Fayol, "The scalar chain is the chain of superiors ranging from the ultimate authority to the lowest ranks.". This principle envisages that in every undertaking some kind of hierarchy involving superior subordinate relationship should be established and that direct authority should flow from superior to subordinate throughout the entire organization

9. PRINCIPLE OF BALANCE = This principle implies that the various parts of an organization should be in a balance and that none of the functions should be given undue emphasis at the cost of others. Urwick states this principle as "It is essential that the various units of an organization should be in balance".

10. PRINCIPLE OF DISCIPLINE = Fayol considered discipline as a general principle of management. He stresses discipline as "respect for agreements which are directed at achieving obedience, application, energy and outward marks of respect:. According to Terry, "Self imposed discipline is the most effective type of discipline, it is encouraged by proper managerial actuating efforts".

11. SUBORDINATION OF INDIVIDUAL INTEREST TO GENERAL INTEREST = This principle states that in a business the interest of one employee or groups of employees should not prevail over that of the concern. To ensure this the Fayol suggested (i) Firmness and good example on the part of superiors, (ii) Agreement as fair as possible, and (iii) Constant supervision.

12. REMUNERATION OF PERSONNEL = This principle of Fayol states that remuneration should be fair which gives satisfaction both to personnel and firm (employee and employer).

13. CENTRALISATION = Like division of labour, Fayol considered that centralization belonged to the natural order . "In many organisms sensations converge towards the brain or directive part and from the brain or directive part orders are sent out which set all parts of the organism in movement. "The question of centralization or decentralization is a simple question of production. It is a matter of find the optimum degree for the particular concern".

14. ORDER = By order Fayol meant a place of every one and every one in his place, the right main in the right place. He believed that this order demanded precise knowledge of the human requirements and resources of the concern and a constant balance between their requirements and resources.

15. EQUITY = This principle of Fayol states that managers must treat employees with 'kindness'. Desire for equity and equality of treatment are aspirations to be taken into account in dealing with



employees. A manager should strive to instill a 'sense of equity' throughout all levels of the scalar chain.

16. STABILITY OF TENURE OF PERSONNEL = Fayol pointed out that instability of tenure is at one and the same time cause and effect bad running. He asserted that generally the managerial personnel of prosperous concerns is stable, that of unsuccessful ones is unstable.

17. INITIATIVE = This principle of Fayol enjoins managers to sacrifice some 'personal vanity' in order to permit the subordinates to keep up their zeal and initiative.

18. ESPRIT-DE-CORPS = This principle states that "union is strength". Fayol exhorts manager to encourage cohesiveness and Esprit-de-Corps among his subordinates.

19. PRINCIPLE OF RELIABILITY OF INFORMATION – Management of newspaper organization should kept in mind to flow the reliable information from only the reliable sources.

20. PRINCIPLE OF UNBIASEDNESS – Obviously, In newspaper organization manager i.e. editor should possess this quality for all employees and work profile. Decision should be made after the complete scanning of the factors responsible for a problem or publishing an information in the form of NEWS.

21. PRINCIPLE OF NEGLIGENCE- Avoidance to important updations may cause the laziness among the employees, a part from this many discrepancies will be originated automatically due to neglect of improper usage of time, money and efforts.

22. PRINCIPLE OF MORALE AND ETHICS – As per the norms, rules and regulations regarded, newspaper organizations must follow up the morals and ethical standards towards the work culture and trustworthiness of news/information published by him. Like to avoid nudity, abusing or negative stimulating statements etc.

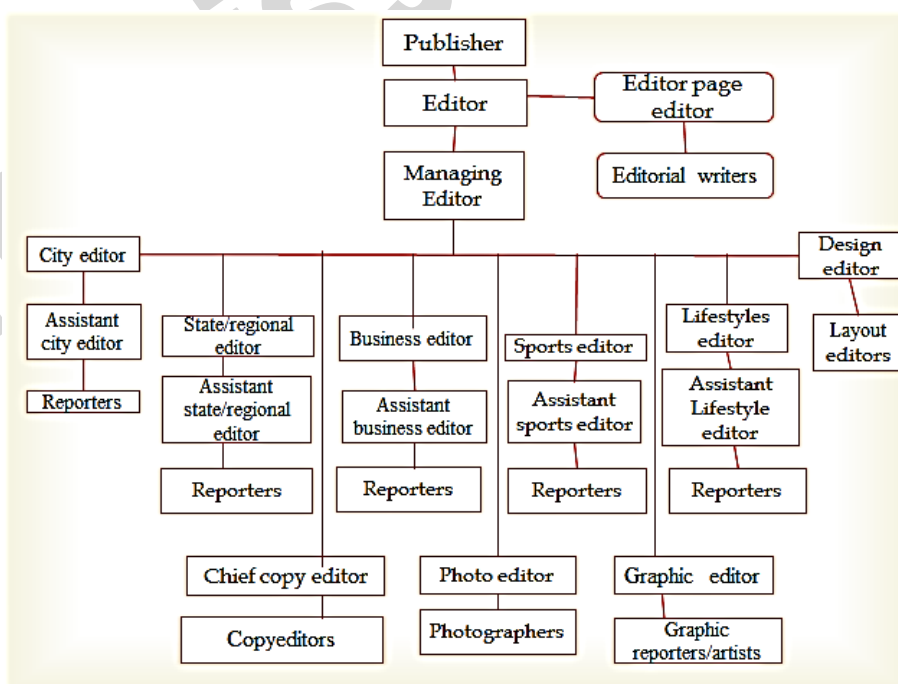


UNIT – III Newspaper & Periodical Organization. Structure and operation of Editorial department. Business Department. Advertising Department.

NEWS PAPER ORGANISATION

Definition : A news agency is an organization of [journalists](#) established to supply [news](#) reports to news organizations: [newspapers](#), [magazines](#), and [radio](#) and [television broadcasters](#). Such an agency may also be referred to as a wire service, newswire, or news service.

NEWS PAPER ORGANISATION CHART



NEWSPAPER ORGANIZATION STRUCTURE

The newspaper is an organization where cadres are fixed. Unlike any other organization newspapers are different in functioning because of the time limit it has, there is a chaos in the organization, every one is busy in its work. To maintain the speed of the work and proper functioning of organization even newspaper need a structure, this organization structure differs from one organization. That means there are very few chances that two organizations have similar structure.

Structure and Function of the organization:

Editor in chief: It is the top most position in the editorial board. He does not involve in day-to-day activity of a newspaper yet he controls the newspaper. He appoints the right person for the job. A good Editor in Chief would know how to use his power & influence for the betterment of the publication as well as for the betterment of the society. He would use his office to draw attention to humanitarian issues and fight for the cause of the oppressed & the weak. The Editor in Chief is the soul of the Newspaper.

Resident Editor: The resident editor heads a particular edition of the newspaper like the Editor in Chief he is fully responsible for the entire content of the edition. He has a legal and moral

responsibility for all that goes in the edition of his newspaper. The resident editor sets the policies of his office and his man job is to chalk out the plan for the growth of his edition.

News Editor: He is the head of the news desk. His team comprises deputy news editor, Chief Subeditor, subeditor trainee subeditor. As the head of the desk the news editor plays a very important role in the layout of the newspaper. He is responsible for the day-to-day running of a newspaper. He Plans layout of newspaper edition: Receives news copy, photographs, and dummy page layouts marked to indicate columns occupied by advertising. Confers with management and the editorial staff members regarding placement of developing news stories. Determines placement of stories based on relative significance, available space, and knowledge of layout principles. Marks layout sheets to indicate position of each story and accompanying photographs. Approves proofs submitted by composing room. May write or revise headlines. May edit copy may perform related editorial duties as required.

Copy editor: A book editor (sometimes known as copy editor or line editor) prepares manuscripts of books for publication. They may proofread manuscripts and work with authors to ensure the manuscript is suitable for publication.

Chief Sub-editor: A chief sub-editor monitors the pages of a publication and sorts through the articles to decide on those that will be included.

Proofreader: A proofreader checks typeset proofs and/or computer printouts to detect errors in typesetting or keyboarding before the final printing of a publication.

Senior Sub-editor: A senior sub-editor writes headlines to fit the space allocated to a story or copy, decides on layout of photographs and drawings, contributes to the design of the publication and generates new ideas. It is advantageous for senior sub-editors to have knowledge of computer-design applications.

Sub-editor: A sub-editor works for associate editors of magazines and newspapers in assessing the suitability of reports and articles for publication, and edits as necessary. They may arrange the production of photographs or illustrations and liaise with printing compositors to achieve the desired effect. Editors have to work under pressure when meeting deadlines, especially those who work on daily newspapers. In case if numbers of subeditors are less in news desk then it becomes difficult to finish the job. In such cases some time news desks only edits the spellings and give headlines to the stories.

Reporting: Reporters are eyes and ears of any newspaper publication without reporter's newspaper cannot function. Because news is information which is obtained and verified by the reporter before it is published.

Chief Reporter: He is one of the most important people in the office, because of his position of chief reporter. His job includes assigning task to the reporters and also awarding beats to them. He is very important for any publication, he hold all the important contacts with politicians, celebrity, social activist.

Reporter: They are eyes and ears of the newspaper; they are responsible for all the field work done. Reporters provide news from the field and even from there reliable sources. If at all any news is missed and cannot be generated it can be taken from the news agencies like PTI, UNI etc depend from where the news is coming and the weightage of the news.

Feature editor: A magazine features editor ensures that their publication is full of entertaining, informative and newsworthy articles. Most opportunities are in large publishing companies that

produce a wide range of titles. However, features editors are also employed by trade magazines, specialist publishers, online media and in-house magazines. The responsibilities of the role can include: generating ideas for features, commissioning work by freelance writers, editing and proofreading, managing writing staff and liaising with artists and photographers. Magazine features editors do not always need specialist knowledge of the subject they cover, unless the content is highly technical, although an interest in the subject is usually expected.

Feature writer: The job of a feature writer is to write a feature on given topic. Feature writer can be of different segment and specialist in their field of writing. Feature article is light and for the pleasure reading. But writing a feature is different from writing news report as it is a soft news and the writing style is different.

Photograph: It is a major aspect on any publication and essential part of it. No publication print news without photographs. To handle the department of photography there are three positions

- Photo editor
- Senior photographer

DEPARTMENTALISATION IN NEWSPAPER ORGANISATION

Newspaper organization has several departments which have their own tasks to be performed with certain staffs taking charges of several jobs. A typical newspaper organization comprises the following departments:

1. Editorial Department- This department is headed by the Editor who is responsible for :-
 - Collection of news.
 - Selection of news and features .
 - Editing of news and features and Interpretation of news .The editor of the newspaper alone cannot handle the editing work and is therefore assisted by Chief correspondent, Resident editors, Managing Editors Dy. Editors, Asst. Editors, News Editor (Night and day), Sub-Editors and other functionaries like photographers, cartoonists, feature writers and reviewers. Various types of correspondents are engaged in collection and supply of news to the newspaper's Editorial department.
2. Advertising Department - Advertising is the major source of revenue from a newspaper. As such, the work of collection and publication of advertisements becomes crucial in a newspaper organization. The Advertising department looks after this work. There can be several sections in this department one to look after local advertising, one for classified ads, one for general / national advertising, one for legal advertising and yet another one for preparing copy and so on.
3. Circulation Department – “*As circulation is the life blood of a newspaper*”; The main responsibilities of the circulation department are :-
 - Selling the newspaper
 - Delivering it and
 - Collection from subscribers.
4. Printing Department - It looks after all the work of printing including installation of machines, plant layout, composing, processing, loading, scheduling, maintenance of machines etc.
5. Administrative Department - This department looks after the general administrative work pertaining to personnel their selection, training, promotion, allotment of work, maintaining leave record, liaison with government departments, general facilities and all such work that



facilitates working of other departments. In the absence of a separate legal department the administrative department also handles the work pertaining to legal matters.

6. Accounting Department - This department looks after all the accounting work like maintaining books of accounts, preparing balance sheet and other financial statements, payment, receipt, preparation of budget, financial planning, cost control etc.
7. Stores Department - It is charged with the responsibility of proper storage of raw material (newsprint) and other materials used in the newspaper office.

HOW NEWSPAPER ORGANIZATION CONTRIBUTE WITH EACH DEPARTMENT

Newspaper establishments also maintain separate departments from personnel, legal and public relation matters. The personnel department looks after the work of manpower planning and all personnel functions from hiring to firing (selection, training, placements, promotion, compensation, employee welfare, performance appraisal, personnel research, retirement, personnel policy formulations etc).

The legal issues are handled by the law department. The work of maintaining public relations of the public relations department. On account of intense competition promotion of news paper has become significant. Truly, newspapers urge others to advertise but seldom make use of advertising and other promotional methods for themselves have a data processing department to carry out data processing functions. Such as department is manned by a data processing manager, computer supervisors, computer operator, key punch supervisor, programmer, systems analysts and control clerk.



UNIT – IV

- Circulation Department, its importance and basic activities.
- Concept of ownership
- Its effect on Management.
- Newspaper printing department and its multiple activities.

CIRCULATION DEPARTMENT, ITS IMPORTANCE AND BASIC ACTIVITIES.

Circulation is another major division of the business office and is usually headed by a major executive, the circulation manager, since the newspaper ultimately stands or falls on the basis of the number of steady readers that can be enrolled. The circulation manager may have any or all of the following subdivisions under his supervision:

(i) City Circulation: It involves the maintenance of circulation records for the city of publication; the recruitment, supervision and reimbursement of carrier boys; the supervision of district men who oversee circulation by subdivisions of the city, taking responsibility for moving papers to the news-stands, relations with news-stand operators, etc.

(ii) Area Circulation: Responsibilities here include getting papers destined for the surrounding area into the mail and operation of a fleet of tempos/taxis to carry the papers into surrounding areas where mail service is not rapid enough. The circulation manager is also in charge of moving the papers into the appropriate distribution channels as they move into the mailing room from the press room.

(iii) Sales Promotion: It involves the direction of an office staff to keep records, notifying subscribers when their subscriptions need renewing, the handling of complaints, new subscriptions and renewals over the counter, by mail, etc. Promotion is essentially the "public relations" department of the newspaper. Where a separate promotion department exists, it usually is responsible for initiating promotion policies, subject to the approval of the publisher, and usually coordinates the promotional activities of other departments.

FUNCTIONS

1. Statutory functions:-

- a. He deals with the Audit Bureau of circulation. He has to provide the information about the number of unsold copies.
- b. He furnishes the circulation details to the Registrar of News Papers .
- c. He has to satisfy the Registrar that the newsprint consumption is In proportion the circulation and printing capacity.
- d. He should satisfy the Registrar that all the payments have been received from the agents and it is credited to the news paper account.
- e. The registrar should also be supplied with the transportation details.

2. Non Statutory Functions :-

- a. Promotion of circulation among various territories and various interest groups by offering discounts, gifts and other offers.
- b. Suggest the opening of new editions based on competition.
- c. Conduct periodical swot analysis.
- d. Train and motivate agents / hawkers.
- e. He should adopt a 'push' strategy atao sell his new magazine etc. with the regular newspaper.
- f. Conduct readership surveys.
- g. Ensure prompt and timely delivery of the newspaper.

NEWSPAPER OWNERSHIP IN INDIA



The Indian media market differs from those of developed countries in several ways. For one, India is a developing country and all segments of the media industry (including print and radio) are still growing unlike in developed countries. The media market in India remains highly fragmented, due to the large number of languages and the sheer size of the country.

Types of Newspaper Ownership in India

There are various types of media ownership. There are many media organization in the country that are owned and controlled by a wide variety of entities including corporate bodies, societies and trusts and individuals. There were over 82,000 publications registered with the Registrar of Newspapers as on 31 March 2011. There are four major types of ownership of mass media. Chain, cross media, conglomerate and vertical integration.

1.Chain Ownership Chain ownership means the same media company owns numerous outlets in a single medium, a chain of newspaper, a series of radio stations, a string of television stations or several book publishing companies. Chain ownership in India applies mostly to newspapers. There are many publishing groups in India which fall into this category such as the group headed by the Times of India, Hindustan Times, Indian Express, Statesman, Ananda bazar Patrika, Hindu, Telegraph and living media foundations.

2.Cross Media Ownership Cross media ownership is when the same company owns several along with newspaper, magazines, musical labels, and publishers and so on. cross-media ownership across the various carriers such as television, radio or print; consolidation, including vertical integration among media operations of content, carrier and distributor within a media segment such as television or radio; and market share dominance in a given geography within each media segment.

3.Conglomerate Ownership Conglomerate ownership means the ownership of several business one of which a media business. For example when a publishing company owns a newspaper along with chemical, fertilizer, cement rubber or plastics factories, or a liquor brewery or distillery or a major corporation has controlling shares in a number of media related business, the pattern is conglomerate. In a conglomerate, there will be interlocking of directorships, which means the same persons will be director of a media company as well as of manufacturing industries or financial corporations. Infact several transport or lorry company directors are directing the destiny of newspaper, television or film production companies. Their main business will be a high profit industry, but they run a media company for prestige or to exercise social and political influence on decision makers in the private or public sector and in the government of the day. Such a conglomeration may not always support an unbiased or dispassionate presentation of events, issues and personalities. However, there are already at least six states where a single media house has a clear and growing dominance. These are media groups that are emerging as national conglomerates. They are all in the news business as well as in entertainment, media distribution and network business. They own newspapers, magazines, radio, cable TV and television channels, to name their key businesses.

4.Vertical Integration Vertical integration indicates that a media company monopolizes the production of the ingredients that go into the making of media products. For example a newspaper publisher may own several hundred areas of forests where the major components of a newspaper namely wood for newsprints cultivated. Some other newspaper company may own a factory that produces the bulk of the printing ink or processed used in the industry. Certain film companies may own studios or industrial units producing film stocks or even a chain of theatres where the films are exhibited. If the present trend of cross media, conglomerate and vertical integration ownership



continues, monopolization will result which will ultimately lead to the phenomenon of suppression not only of media freedom but also of the unbiased presentation of various points of view. Most media companies in India and abroad are integrating vertically to sell cross-media, often acquiring or building multimedia platforms. News Corp.'s Star TV India and Sun TV Network Ltd already own DTH and cable distribution platforms. Star's cross-media India operations include television channels, Internet offerings, radio, mobile entertainment and home video (incidentally, 11 cable distribution companies provide some 400 television channels in India). Sun Network has 14 TV channels in four states, cable assets, four magazines, radio stations and two newspapers. In Tamil Nadu, the dominance of Sun in cable and satellite TV (channels and distribution network) and now in the DTH market is quite visible. Sun TV and its cable company are known to simply blackout political telecasts by rival Jaya TV.

THE OWNERSHIP PATTERN OF NEWSPAPER IN INDIA

There are many media organisations in the country that are owned and controlled by a wide variety of entities including corporate bodies, societies and trusts, and individuals. Information about such organizations and people is scattered, incomplete, and dated.

- The sheer number of media organizations and outlets often conceals the fact there is dominance over specific markets and market segments by a few players – in other words, the markets are often oligopolistic in character.
- The absence of restrictions on cross-media ownership implies that particular companies or groups or conglomerates dominate markets both vertically (that is, across different media such as print, radio, television and the internet) as well as horizontally (namely, in particular geographical regions).
- Political parties and persons with political affiliation own/control increasing sections of the media in India.
- The promoters and controllers of media groups have traditionally held interests in many other business interests and continue to do so, often using their media outlets to further these. There are a few instances of promoters who have used the profits from their media operations to diversify into other (unrelated) businesses.
- The growing corporatization of the Indian media is manifest in the manner in which large industrial conglomerates are acquiring direct and indirect interest in media groups. There is also a growing convergence between creators/producers of media content and those who distribute/disseminate the content.

Conclusion : The mass media in India is possibly dominated by less than a hundred large groups or conglomerates, which exercise considerable influence on what is read, heard, and watched. One example will illustrate this contention. Delhi is the only urban area in the world with 16 English daily newspapers; the top three publications, the Times of India, the Hindustan Times, and the Economic Times, would account for over three-fourths of the total market for all English dailies. Further, the report calls attention to the fact that all restrictions on vertical integration are currently placed on companies. The large conglomerates of the Indian media are usually groups that own different companies. This allows them to have controlling stakes both in broadcasting and distribution by acquiring licences under their different subsidiary companies, thus totally bypassing current restrictions and defeating the purpose of their existence in the first place. The report, therefore, suggests that restrictions no longer be placed on “companies” but on “entities” or groups, which would include large groups and conglomerates such as BCCL and Dainik Bhaskar. The north-east too is in the business of political ownership of news organizations, with Assam and Nagaland in the lead. Nagaland Chief Minister Neiphiu Rio owns the Eastern Mirror, published by the Nagaland Free Press. In Assam, the most interesting player is the former Union Minister of State of Parliamentary Affairs,



Matang Singh, who owns NE TV, Focus TV, NE Bangla, NE Hi Fi, Hamar, HY TV, and Radio Oo la la. He controls them through holding companies Positiv Television Pvt. Ltd. and Positiv Radio Pvt. Ltd. Riniki Bhuyan Sarma, wife of the health minister of Assam, Hemanta Biswa Sarma, controls News Live and Rang through holding company Pride East Entertainments Pvt. Ltd. Other upcoming Congress leaders are present in the media in Assam. MLA Anjan Dutta owns the daily Ajir Dainik Batori through Dasharupa Engineering & Publications Pvt. Ltd. Yet another Assam minister, Rockybul Hussain, in charge of the State's Ministries of Panchayat & Rural Development, Forest & Environment, controls the daily Janasadharan, through Janasadharan Printing & Publishers Pvt. Ltd. Badruddin Ajmal of the Assam United Democratic Front (AUDF), industrialist and social activist who is on the executive council of Darul Uloom Deoband, controls the daily, Ganaadhikar, through Unity Media and Infrastructure Ltd.

EFFECT OF OWNERSHIP ON NEWSPAPER MANAGEMENT (Especially on Content)

From both theoretical and policy perspectives, the effect of ownership on the content of newspaper has attracted a great amount of attention in the communication researchers over the years. There are at least three reasons to explain this kind of concern.

First is associated with democratic value (Emerson, 1970). As Glasser (1984, 137) already put it on, "divergent points of view are desirable because they sustain public debate, public debate is desirable because it nurtures an informed citizenry, and an informed citizenry is desirable because it brings about a more perfect polity." In one word, diverse of viewpoint is the requirement for democratic society. Accordingly, concentration is believed to destroy democratic value.

Second is related with market issues: competition versus monopoly. Newspaper competition could have a variety of effects on content. As Lacy and Simon formulized it, competition can

- (1) Increase financial commitment to the newsgathering budget,
- (2) Increase diversity of editorial content,
- (3) Increase competition among individual reporters to get stories, and
- (4) Increase sensational coverage. On the contrary, monopoly can decrease diversity. As assumed that ownership is strongly associated with monopolistic management, ownership should come to crucial concerns to communication scholars.

Third is political or policy issues. Comparing to electronic media such as broadcasting, cable, DTV and even the Internet, there is virtually no regulation for newspaper industry, except for anti-trust law and newspaper preservation law. However, since anti-trust law is applied to all industries and business, it can be said that only one regulation for newspaper is 'newspaper preservation law,' which means combined newspaper should preserve editorial pages during certain periods, to keep diversity of viewpoints, when triple regulation is neglected.

NEWSPAPER PRINTING DEPARTMENT AND ITS MULTIPLE ACTIVITIES

(The notes regarding the above statement is related with technical aspects, for more specific please refer the image at the end of this unit)

Machines and Processes: As the Form or Page of type leaves the composing room it is flat, but on the way to the printing press it must be converted into a semi-cylindrical mould to be fitted on the rotary printing machine.

The first stage, therefore, is the moulding, which is carried out by placing the 'flong'-a previously prepared sheet of dampened paper mache-together with felt blankets on the page of type.



Hydraulic pressure of from 130 tons to 200 tons according to the amount of matter on the page is applied and simultaneously heat is also applied to dry the mould for the next process of casting. During this period the pressure is reduced to about thirty tons. Having been removed from the hydraulic press, the mould is 'packed' to ensure that the large blank areas where there is no type are supported against the weight of metal during the casting.

This packing consists of thick felt paper and is pasted on the back of the mould wherever it is judged that reinforcement is needed. This is specially the case with display advertisements. The mould, having been carefully examined and passed, is sent by a special mould lift to the casting room where it is trimmed in size to fit the casting box. Having been dried and curved to shape, it is placed in the auto-plate casting machine.

This consists of two major parts-one a large crucible containing tons of molten metal which is an alloy of lead, antimony, and tin, and the other a curved casting box with a cylinder. The mould is set in the casting box, face onwards, and is held by clips. A pump forces seventy pounds of molten metal into the casting box and this completely fills all the recesses made in the mould by the type under hydraulic pressure.

Water passing through the casting box and cylinder solidifies the metal in twenty-five seconds. The casting box is then opened to withdraw the mould; the cylinder is rotated half a circle and an exact replica of the original page, but now in semi- cylindrical form, is obtained. It is slightly over half an inch thick and it has levelled sides to fit the locking device on the rotary press. Further plates are cast according to the number of printing presses that are running.

Auto-Plate Shaver : The plates are next carried to the auto-plate shaver. A set of fingers on travelling racks convey the plate to an arch where it is lifted into position and bored to the correct thickness of half an inch. A second set of fingers moves the plate on to a cooling saddle where water is sprayed on to the inside and the plate again moves forward for brushes to remove any loose shavings. All this having been completed, the plates are ready to be locked into position on the cylinders of the printing presses. In the meantime the original page of type, when it has cooled down, is returned to the case-room for any alterations that have to be made for later editions of the paper.

To the casual visitor to a newspaper office, the mighty printing presses offer perhaps the biggest attraction of all, and to a journalist there are few more thrilling sights than the locking of the final plates into position as a sign that the day's issue will come to life within the next few moments. Then one sees the slow careful starting up of the machines, with the speed gradually increasing until the maximum required producing the necessary number of papers is reached.

The number of printing presses obviously varies according to the circulation but some idea may be gained from the particulars of the presses of The Times, London, for example, with its circulation of about a quarter of a million and of the News of the World, London and Manchester, with its gigantic circulation of over eight million. In the press room of The Times there are two lines of twelve-unit rotary printing presses and one line of six units making a total of thirty units with nine deliveries carefully disposed between them to give a complete range of production up to a possible maximum of a forty-eight page paper. Each unit of the presses prints two sections of eight pages, each in one revolution of the cylinders.



The presses have to be adapted daily according to the size of the paper fixed by the Editor and the Manager. The News of the World which is printed simultaneously in London and Manchester and between the hours of seven 'o' clock on Saturday night and half past four o'clock on Sunday morning, 6.1/2 million copies are delivered from the London presses and more than 2 million copies from the Manchester presses-probably the greatest achievement in the matter of quick production in the whole history of printing.

In London the miracle is accomplished by twenty-eight sextuple presses capable of producing twenty-four page papers. Eleven of these presses run at a speed of 50,000 copies an hour and the remaining rather older machines at 26,000 to 28,000 copies hourly. While some preparation is made during the week in the composition of the paper, such as advertisement and special features, the main body of the paper is set almost wholly on Saturdays. Twenty-two compositors are engaged upon the make-up and fifteen lino-type operators do the bulk of the composition. There are thirty-three lino-type machines which would be necessary if it were possible to print pre-war sized newspapers.

The Stereo Plates : When the stereo plates arrive in the machine room they are locked in position on the cylinders of those presses which are to be used for the night's run. Some of the presses will always be held in reserve either for overhauling or to be used in case of an emergency. The movable lipped blocks hold the plates fit over the levelled sides. When the machine is running the 'web' of newsprint passes between the plate cylinder, which is inked by mechanically propelled rollers, and the 'impression', which is of exactly the same size as the plate cylinder and is covered with a rubberized 'blanket'. While it is passing through the machine, the web receives successive printings from each stereo plate. The proper supply of ink is obviously one of the most important points.

It is piped from a central reservoir to pumps, one of which supplies each side of the unit. They are designed so ingeniously that each column width of the paper has its own small pump. While the press is running, the supply is controlled by a thumbscrew which will release just enough ink. The ink is fed into the 'distribution' where the action of rubber rollers, running against steel drums and at the same time moving to and fro, reduces the ink to the necessary consistency for printing. Rollers known as 'inkers' roll the ink on to the plate.

After the web has been fed outwards through one half of the unit to print one side, it turns in and passes through to the other half of the unit for printing the reverse side of the paper. The printed web next passes the superstructure for the run over 'adjustment rollers' which ensure that each page is in register with the rest.

Folding of the Paper : Nothing fascinates the visitor to the machine room more than the transformation of the web of printed paper into the neatly folded newspaper which he will see on his breakfast table next morning. The webs are led to the folder, where a 'former' or 'kite' makes the fold in the back of the copy. The webs are brought together at the top of the 'former', which is an inverted triangle of steel with a shaped nose.

These are drawn down it by rollers which force the edges together and make^ the first fold. Then comes the folding cylinder, where needles engage and draw the complete printed product round it until it has completed half a circle. At this point a complete copy of the paper is wrapped half round the folding cylinder, but so far it has not been severed from the web. A knife, revolving in a cylinder on the other side of the web is brought into action.



It comes against a buffer in the folding cylinder and cuts off the copy of the paper. The needles which have drawn the copy round the cylinder are then withdrawn in order that the paper may be released. Next a blade set in the folding cylinder emerges, tucks the centre of the copy down between two nipping rollers, and folds it in half. A second set of needles engages the web above the cutting knife and draws the next copy in its turn round the folding cylinder.

The copy which has been freed is shot down by nipping rollers which press the second fold and propel the spokes of a Catherine-wheel and, revolving away from the copy, first receive it and then lay it down, a little behind the previous press. As every quire is passed, a kick mechanism pushes forward the twenty-seventh copy so that the output is counted as it is delivered. It is almost inconceivable to the lay mind that the paper can be pulled from the reel, printed, collected together, folded, counted, and delivered by the action of a single machine.

And so the morning newspaper is being printed and the final task remains of getting it to the breakfast table of the numerous readers.

Machine Room : Now that the Machines are running and papers are being delivered in a regular flow there is time to examine the machine room in a little more detail. The presses are mounted on heavy cast-iron structures which support three-arm reel-stands from which the paper is fed continuously to the presses.

The continuous supply of paper passes up from the under-structure into the centre of each printing unit and, as it is essential that the paper is fed to the presses with absolute consistency, strict control of its tension is vital. The nightmare of the machine room must always be the possibility of a 'paper break'. If the newsprint tears while the machine is running at top speed the results may be disastrous.

At the best there must be delay while the torn paper is removed and a fresh start is made. At the worst there may be serious mechanical damage as the torn paper, now completely out of control, winds itself around the inner working of the machine like an angry hissing snake. For that reason the running of the machine must be watched for every second. Directly a tear is noted the signal is given to slow down and then to stop the machine.

The frightening part of the business, of course, is that it is not possible to guard against a break. It comes without warning and for no obvious reason. If the luck of the machine room is in, it may not happen at all for several nights, but on the other hand, there may be three or four breaks in a single night's run which disables the over seers and all concerned with getting the paper out on time to a state of mental and physical exhaustion. There is an independent supply of paper to each press, so that a break affects only one machine and not all of them.

But in a newspaper office at this time of night every second is of vital importance. A certain number of papers must be at each railway terminus at a fixed time, and if the printing of even a few thousand copies is held up, calculations are upset and fresh adjustments have to be made. The firm which can invent a roll of newsprint which is guaranteed never to tear during the run will make a fortune for its shareholders.

Electrical Counting of Copies: An idea of the gigantic size of the modern printing press can be gained from some facts which were published in 1954 when a new line of printing presses was installed in the offices of the Manchester Guardian and the Manchester Evening News. The new line of double- width presses delivers at six folder points, can provide six sixteen- page papers or three thirty-



two page papers, and has a running speed of up to 50,000 copies an hour To make way for the new machines old presses have to be cleared out.

The journey from the machine room to the publishing department now begins. As the papers pass on elevators to the men who are waiting to dispatch them they are counted electrically and they are then carried by conveyor to the packers waiting at their steel benches. Beforehand the section has received from the circulation department complete information as to the number of papers required.

The circulation of a newspaper varies every week or month according to the estimate made by both the wholesalers and the news agents as to their likely requirements. In normal circumstances, the fluctuations will probably be slight, but on days when a great national happening has to be recorded the circulation will leap up. On the mornings of the Elections to Parliament for instance, thousands of extra copies of the newspapers, both national and local, are printed, for there are always readers who are eager to know the election trends even before final declaration of results.

Dispatching: As a normal rule there are three methods of preparing the papers into parcels ready for distribution. Firstly the postal subscribers must be dealt with, Wrappers for their copies have been addressed and franked during the daytime and sorted in the early evening by clerks from the General Post Office. Packers fold the copies singly into wrappers and place them in order to catch the mail trains.

Supplies intended for the city wholesalers are sent out in bulk, the bundles being loaded into vans sent by the agents from their depots where, together with the supplies of all the other national news papers, they are packed and distributed. For the agents of whole salers and the retailers in the districts the parcels are made up in prepared wrappers which are labelled and contain instructions about the number to be packed. Once packed, the parcel is placed in a conveyor belt, if one is there, which passes between the benches where the packing is in progress.

This takes it to a checking bench from which it is loaded into a van, and immediately the complete consignment for a particular train has been loaded, the van departs for its own particular railway terminus, where the parcels are transferred .to the train at a speed and with a skill which always amazes the onlooker. As a rule there are only seconds to spare between the completions of the loading and the time set for the train's departure.

The loss of a minute or two on the road between the newspaper office and the railways station may be a very serious matter, for the missing of a train, with all the consequent confusion and the dislocation at the end of the journey, where the agent, also working to a very close time-table, is waiting for the arrival of his newspapers. But the representatives of the publisher are generally on very good terms with the railway authorities and, if the guard finds that for reasons of his own it is occasionally necessary to delay the train's departure for a minute or two which can be made up during the journey, nobody worries particularly although, of course, late arrival at the terminus must not be allowed to develop into a habit.



HOW A NEWSPAPER WORKS

Advertising

The sales of advertising space in daily papers and other Herald-Dispatch products is overseen by the advertising department, which is divided into national, classified, retail and creative services.

Sales rep meets with client



Sales meeting and ad creation

News

The news department, headed by the executive editor, is comprised of editors, reporters, photographers, copy editors and graphic artists who provide local, national and international news, sports and features.



Composing pages on computer

Publisher

The publisher leads the many departments that work together in the production of the daily newspaper, 24-hour website and other publications, as well as setting the strategic course for the organization.



Reporter

Photographer



News planning meeting

Editing stories



Systems

The many responsibilities of the systems department include overseeing the newspaper's computer network, maintaining security for all departments databases, purchasing and installing software and hardware, providing computer training and monitoring new technology for all newspaper departments.



Maintaining hardware and installing software

Print production

Newspaper production from pre-press to distribution is controlled by the production department. Employees in the department produce two editions of the daily paper and all special sections and products published by the newspaper.

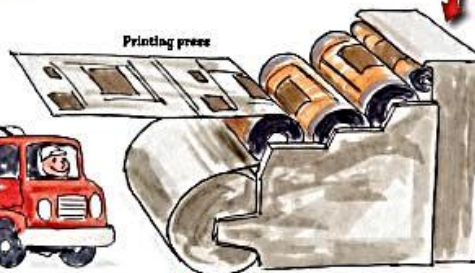


Page negative film processing



Page negative

Printing plate



Printing press



Newspaper delivery

Accounting

The accounting department oversees all financial functions, including budgeting, capital expenditures, sales forecasts, expense billing, accounts receivable and payable and payroll.



Budgeting, Payroll and Billing

Circulation

The circulation department ensures that home delivery and single copy sales newspapers are distributed, coordinates the efforts of the Education Outreach Program for Newspapers in Schools and provides customer service for Herald-Dispatch readers and the general public.



Home delivery

Happy customer

Marketing

The marketing development department helps the newspaper meet its overall goals by monitoring the newspaper's market, providing business and consumer information to circulation, advertising and news, and developing promotional campaigns for the newspaper.



Human Resources

The human resources department coordinates employment and recruiting for the newspaper, and assists with benefits, training and development and other special programs.



Health and retirement benefits



UNIT – V

- Problems of small and language Newspapers.
- Conducting Local Surveys of Weekly, Small and Evening Newspaper
- Press Commission Report I & II

There are several risks involved in the running of a newspaper. Currently in India, there is restricted private capital and Bank loans thus making it hard for newspaper organizations to raise capital. It is also hard to acquire a plant since it also requires the erection of a building, the import of machinery, its transportation and installation. The newspaper organization also needs to deal with import duties, credit restrictions and importing license. Many newspapers never have enough revenue to run the paper efficiently, as they sell copies at low rates. The papers get ads to generate its revenues, but now a days due to the boom in electronic media, the number of ads a paper receives has drastically reduced. At the same time, there is dearth of well qualified, experience journalists and printers.

PROBLEMS OF SMALL NEWSPAPERS.

A small newspaper is a written publication containing news and ads, usually printed on low costs newsprint often published on a daily and weekly basis. Small newspapers focus solely on one particular geographical area where most of the readers live.

FINANCIAL PROBLEMS = Since Small get few/no government advertisements and they are forced to rely on private ads. Subscriptions in small news papers generate a very meager revenue and is insufficient to run a newspaper efficiently. The lack of ads thus makes it hard for small and medium newspaper to run for a very long time.

LACK OF ADVERTISEMENTS = The boom in Electronic media has affected the number of a newspaper gets. Since ads generate a major amount of the organization's revenue, the dearth of the ads greatly affect a small newspaper's finance.

ADMINISTRATION = With a limited revenue, small newspapers cannot maintain a large staff. So, they depend on a few people to do all of the work. The administration is also unable to pay their few staff members their monthly salaries. The administration also finds it hard to pay for the basic utilities like phone and electricity for its employees.

PRINTING COSTS = Small newspapers with their restricted finances, cannot afford to print on high quality newsprints. They also use low cost printing which is of much lower quality, giving the newspaper a very cheap look. The papers use rotary print.

NEWSPRINT = The availability of newsprint is very less to suite the current demand. The costs are also very high. Small newspapers cannot afford to use the best newsprint available in the market and are then forced to use newsprint of lower cost which makes the paper look of very low quality.

LOW QUALITY = Since small newspapers use low cost print methods, and low cost newsprint, the overall presentation of the newspaper is shabby and unattractive. They rarely use color print. Printing is not clear.

NETWORK = Small newspaper has a very limited network because they employ very few reporters. Due to time constraints, these few reporters are often forced to work out of their offices. They do not have time to go tout and widen their networks.



FACILITIES = A small newspaper cannot afford to provide a lot of hi-tech facilities for its employees. They do not have or have very few computers and internet facilities. The organization often finds it hard to even pay for their basic utilities.

DELIVERY = Small newspapers are forced to depend on delivery boys to distribute the papers. The number of delivery boys present at any given time can suddenly increase or decrease. The paper faces a major problem in delivering newspapers when there are no delivery boys available..

CIRCULATION = The circulation figures of a small newspaper is very less since small newspaper are subscribed by people of only one locality. It is a major problem for the small newspaper and there is less or no scope for the expansion of the organization also.

COMPETITION = Due to the technological advancements in the field of print media there is a very hectic competition among the big newspapers which are engaged in price wars. Small newspaper with their limited circulation figures cannot afford to participate in this price wars.

OTHER PROBLEMS = Small newspapers find it very difficult to offer bonuses and fringe benefits for their employees. They also do not have the resources to organize professional workshops for their journalist and other employees to update their knowledge about technological advancements and break through.

FIRST AND SECOND PRESS COMMISSION REPORT

First Press Commission (1952-54): The first Press Commission was formed under the Chairmanship of Justice J. S. Rajadhyaksha on 23rd September 1952 by the Ministry of Information and Broadcasting to inquire into the state of the Press in India. Some of the other members of the 11-member working group were Dr. C.P. Ramaswamy Aiyer, Acharya Narendra Deo, Dr. Zakir Hussain, and Dr. V.K.V. Rao. It was asked to look into factors, which influence the establishment and maintenance of high standards of journalism in India. The Commission inquired into the control, management and ownership, the financial structure as well as other important aspects of the newspaper industry in the country. The Commission, after a careful and detailed study, concluded that there should be indigenisation of both capital and the staff especially at the higher levels and it was highly desirable that proprietorial interests in daily and weekly newspapers should vest predominantly in Indian hands. After considering the recommendations of the Press Commission and the Note submitted by the Ministry of Information & Broadcasting, Government of India, the Union Cabinet adopted a Resolution on 13 September, 1955, which became the basic policy document in regard to the Press in India. The resolution is as follows:-
“The Cabinet considered the Ministry of Information & Broadcasting’s note dated May 4, 1955, and was of the view that so far as the ownership of newspapers and periodicals by nationals of other countries was concerned, the problem was not a very serious one as there were only a few such newspapers and periodicals. The Cabinet, therefore, felt that no action needs to be taken in regard to these newspapers and periodicals but that no foreign-owned newspaper or periodical should, in future, be permitted to be published in India.



The Cabinet, however, agreed that the other recommendation of the Commission that foreign newspapers and periodicals, which dealt mainly with news and current affairs, should not be allowed to bring out Indian editions, should be accepted in principle.

During the past 46 years since the above Resolution came into effect, no foreign newspaper or periodical has been allowed to be published from India nor has any foreign investment in the domestic print media sector been permitted.

However, in the new context of globalization, the demand for foreign participation and investment in the print media has been raised by a section of the newspaper industry. In the public debate which has taken place on this issue, the opinion of the print media has been divided. Since the issue has far reaching consequences for the Press in India, the Committee decided to take up this subject for a detailed study. A public notice was issued.

The commission was appointed because after independence the role of the press was changing from a mission to business. It found that there was a great deal of scurrilous writing often directed against communities or groups, of indecency and vulgarity and personal attacks on individuals. It also noted that yellow journalism was on the increase in the country and was not particularly confined to any area or language. The commission, however, found that the well established, newspapers on the whole, had maintained a high standard of journalism.

It remarked that whatever the law relating the press may be, there would still be a large quantity of objectionable journalism, which, though not falling within the purview of the law, would still require some checking. It felt that the best way of maintaining professional standards of journalism would be to bring into existence a body of people principally connected with the industry whose responsibility would be to arbitrate on doubtful points and to ensure the punishment of any one guilty of infraction of good journalistic behavior. An important recommendation of the commission was the setting up of a Statutory Press Commission at the national level, consisting of press people and lay members. Its recommendation and the action taken can be summed up as follows:

- To protect the freedom of the press and to maintain high standards of journalism, a press council should be established.

The press council of India was established on July 4, 1966 which started functioning from November 16 (on this date, National Press Day is celebrated) 1966.

- To prepare the account of the press and the position of every year, there should be appointment of the Registrar of Newspaper for India (RNI).

It was also accepted and RNI was appointed in July 1956.

- Price-page schedule should be introduced.

It was also accepted in 1956.

- For maintaining a cordial relationship between the government and the Press, a Press Consultative Committee should be constituted.

It was accepted and a Press Consultative Committee was constituted on 22nd September 1962.

- Working Journalists Act should be implemented.

The government implemented this and in 1955 the working journalist and other newspaper employees (conditions of services) and miscellaneous Provisions Act was set up.



- It recommended establishment of a fact-finding Committee to evaluate the financial position of the newspapers and news agencies.

A Fact Finding Committee was set up on 14th April 1972. It submitted its report on 14th January 1975.

- For protecting the main principles of the freedom of the press and to help the newspapers against monopolistic tendencies, a Newspaper Financial Corporation should be constituted.

It was accepted in principle and on 4th December 1970, a Bill was also presented in the Lok Sabha, but it lapsed.

Second Press Commission: The government of India constituted the Second Press Commission on May 29, 1978. The second press commission wanted the press to be neither a mindless adversary nor an unquestioning ally. The commission wanted the press to play a responsible role in the development process. The press should be widely accessible to the people if it is to reflect their aspirations and problems.

The question of urban bias too has received attention of the commission. The commission said that for development to take place, internal stability was as important as safeguarding national security. The commission also highlighted the role (and, therefore, responsibility) of the press in preventing and deflating communal conflict.

Both press commissions of India included several respectable members from the press. The recommendation of the first press commission for the first time provides idea of what a responsible press should be. The second press commission formulated in a clear manner that development should be the central focus of the press in a country, which is building itself to become a self-reliant and prosperous society. The commission declared that a responsible press could also be a free press and vice versa. Freedom and responsibility are complimentary but not contradictory terms. The main recommendations can be briefed as follows:

- An attempt should be made to establish a cordial relation between the government and the press.
- For the development of small and medium newspaper, there should be establishment of newspaper Development Commission.
- Newspaper industries should be separated from industries and commercial interests.
- There should be appointment of Board of Trustees between editors and proprietors of the newspaper.
- Price-page schedule should be introduced.
- There should be a fixed proportion of news and advertisements in small, medium and big newspaper.
- Newspaper industries should be relieved from the impact of foreign capital.
- No predictions should be published in newspapers and magazines.
- The misuse of the image of the advertisement should be discontinued.
- The government should prepare a stable Advertisement Policy.
- The Press Information Bureau should be reconstituted.
- Press laws should be amended

NOTE : FOR ANY OTHER ADD ON INFORMATION REFER THE TEXT BOOK OF “SAMACHAR PATRA PRABANDHAN” BY GULAB KOTHARI.
