

CONTENTS

Preface xiv
Introduction xvii
A Note About this Book xix

1 Managing Electronic Mass Media Systems 1
THE SCOPE OF THIS BOOK 1
EVOLVING MEDIA SYSTEMS AND THE MARKETPLACE 2
 THE 1990s 2
INDUSTRY GROWTH: MANAGEMENT OPPORTUNITIES 3
 OTHER FORMS OF BROADCAST DISTRIBUTION 6
MEDIA CHANGES AS CHALLENGES 6
COMPETING CREATIVELY 7
BROADCAST/CABLE MANAGEMENT IN PERSPECTIVE 9
 FOUNDATION PRINCIPLES 9
 INVOLVEMENT IN MEDIA ISSUES 11
MANAGERS AND SOCIAL VALUES 12
MANAGING MEDIA DISTRIBUTION SYSTEMS 13
MEDIA CONGLOMERATES 13
 CABLE SYSTEMS AND MSOs 13
 INTRA-MEDIA DEALS 14
 INTERNATIONAL/FOREIGN OWNERSHIP 15
 NETWORKS/CABLE COLLABORATION 15
 NEW TECHNOLOGIES AND AUDIENCES 16
WHAT NEXT? 16
 CHAPTER 1 NOTES 17

2 Theories of Managing 20
TERMINOLOGY 21
BACKGROUND: THEORIES OF MANAGEMENT 22
THEORIES X AND Y 23
THE "V THEORY" OF MANAGING 25
 INTENTIONALITY 26
 THE MANAGER (M) 27
 DIRECTIVES (D) 28
 ACTUALIZING (A) 28
 THE MANAGEE (M) 28
THEORY Z 29
 ENTREPRENEURIAL PARTNERSHIP STRATEGY 29
 CHAPTER 2 NOTES 32

3	Principles of Managing and the Manager's Role	36
	A. QUALIFICATIONS OF STATION MANAGERS	38
	LEADERSHIP	38
	INTELLIGENCE AND KNOWLEDGE	46
	JUDGMENT	48
	PERSONAL INTEGRITY	49
	SENSE OF RESPONSIBILITY	53
	ATTITUDE TOWARD WORK	55
	B. DUTIES OF THE MANAGER	56
	POLICY PLANNING	56
	THE STATION POLICY BOOK	58
	IMPLEMENTING POLICY	59
	IDEALISM AND REALITY	61
	CHAPTER 3 NOTES	62
4	Profiles of Middle Managers	71
	ADMINISTRATIVE STRUCTURE	71
	ORGANIZATION CHARTS	71
	DEPARTMENT HEADS	72
	GROUP/CORPORATE MANAGEMENT	76
	NETWORKS	77
	STAFF SIZE	77
	STATION PHYSICAL LAYOUTS	79
	WOMAN AND MINORITIES IN MANAGEMENT	80
	WOMEN AS MANAGERS	80
	FEMALE BROADCAST MANAGERS	81
	MINORITIES IN MEDIA MANAGEMENT	82
	SALARIES FOR BROADCAST/CABLE MANAGERS	83
	MANAGERS AND DEPARTMENT HEADS	83
	GENERAL/STATION MANAGER	83
	PROGRAM DIRECTOR	89
	NEWS DIRECTOR	92
	SALES MANAGER	96
	CHIEF ENGINEER	99
	CHAPTER 4 NOTES	103
5	Managing Media Personnel	111
	"PERSONNEL" INCLUDES MIDDLE MANAGERS	113
	SELECTING PERSONNEL	113
	RECRUITING AT COLLEGES AND UNIVERSITIES	114
	FINDING QUALIFIED EMPLOYEES	115
	TRAINING FOR BROADCAST CAREERS	115
	EMPLOYING WOMEN AND MINORITIES	117
	QUANTITATIVE PATTERNS OF EMPLOYMENT	120
	NETWORKS	121
	NEWS	122
	MINORITY STATION OWNERSHIP	124
	HIRING, FIRING, AND INSPIRING EMPLOYEES	124
	THE EMPLOYMENT INTERVIEW	125
	JOB INDOCTRINATION	126
	INTERPERSONAL COMMUNICATING	127

SALARIES AND WAGES	127
WAGES AND HOURS: THE FAIR LABOR STANDARDS ACT	128
HOURS AND WORKING CONDITIONS	131
FRINGE BENEFITS AND INCENTIVE PLANS	132
UNIONS AND LABOR RELATIONS	133
INTERNAL COMMUNICATIONS	136
EMPLOYEE SUGGESTION SYSTEMS	137
ACTIVITIES OF PERSONNEL IN THE COMMUNITY	138
OPPORTUNITIES FOR EMPLOYEE GROWTH	139
CREATIVITY IN THE EMPLOYEE	139
DOMINANCE AND CREATIVITY	141
MOTIVATING CREATIVITY	141
PROMOTION POLICIES	142
RECRUITING AND DEVELOPING EXECUTIVES	144
SEPARATION POLICIES	146
A FINAL WORD: EMPLOYEES AND BROADCAST COMPANIES	149
CHAPTER 5 NOTES	150
6 <i>Managers and Media Audiences</i>	158
EVOLUTION OF RADIO-TV AUDIENCE ANALYSIS	159
DIMENSIONS OF THE BROADCAST/CABLE AUDIENCE	160
GROWTH OF BROADCAST STATIONS AND CABLE SYSTEMS	162
RESEARCH IN BROADCASTING	163
STUDIES OF AUDIENCE ATTITUDES AND BEHAVIOR	165
PROFILE OF AUDIENCES	168
CHANGING AUDIENCE CHARACTERISTICS	169
POPULATION SHIFTS	169
AGE CATEGORIES	169
EDUCATION	170
INCOME	170
LIVING CONTEXTS	171
MINORITY POPULATIONS	171
SIGNS OF CHANGING INTERESTS	173
THE MEDIA MIX	174
PROBLEMS FOR COMMERCIAL RESEARCH	175
LOCAL STATION RESEARCH	181
STATION RESPONSIBILITY	183
NEGATIVE SOCIAL EFFECTS	184
AUDIENCE FEEDBACK	188
OTHER STATION-AUDIENCE RELATIONSHIPS	188
CHAPTER 6 NOTES	189
7 <i>Managing Local Programming</i>	195
BROADCAST STATION PROGRAMMING	196
THE PROGRAM DEPARTMENT	196
THE PROGRAM DIRECTOR	196
BALANCED PROGRAMMING	198
TECHNICAL FACTORS	200
TELEVISION CHANNEL RECEPTION	201
CABLE CHANNELS	202
ALTERNATE SYSTEMS OF PROGRAM SERVICE	202

COMMUNITY-CENTERED PROGRAMMING	203
NEWS	206
QUALITY VS. COSTS	206
FORMATS AND STYLE	209
PROFESSIONALISM	210
LOCAL COVERAGE	211
A. RADIO STATION PROGRAMMING	212
HISTORICAL TRENDS	213
REAPPRAISAL AND REASSESSMENT	214
STATION FORMATS	215
DOMINANT RADIO FORMATS	222
SPECIALIZED PROGRAM SERVICE AND FORMATS	227
DAY-PART SCHEDULING STRATEGIES	232
TECHNOLOGY	233
THE BOTTOM LINE	234
B. TELEVISION STATION PROGRAMMING	236
HISTORICAL TRENDS	236
LOCAL PROGRAMMING	236
SYNDICATED FILM AND VIDEOTAPE	237
STATION-PRODUCED PROGRAMS	241
TELEVISION PROGRAM SCHEDULING	249
COSTS OF LOCAL/SYNDICATED PROGRAMMING	249
C. CABLE PROGRAM SERVICE	252
HISTORICAL BACKGROUND	253
CABLE CHANNELS	255
CHAPTER 7 NOTES	257

8 Managers and National Programming	262
A. NATIONAL RADIO PROGRAMMING	263
NETWORK COMPANIES, STRUCTURES	263
RADIO SYNDICATORS	264
SATELLITE DISTRIBUTION	265
NATIONAL PROGRAM SERVICES	265
NETWORKS SERVING MINORITIES	266
PUBLIC NONCOMMERCIAL RADIO	267
NATIONAL RADIO AUDIENCES	268
B. NATIONAL TELEVISION PROGRAMMING	269
NETWORKS	269
TV NETWORK ENTERTAINMENT PROGRAMS	274
TV NETWORK NEWS AND PUBLIC AFFAIRS	292
PROGRAMMING FOR AND ABOUT CHILDREN AND MINORITIES	304
PUBLIC BROADCASTING SERVICE	308
CRITICS AND PROGRAMMING	310
C. STUDIOS/PRODUCTION COMPANIES AND NATIONAL PROGRAM SYNDICATION	312
PROGRAM SUPPLIERS	312
NATIONAL SYNDICATORS	314
D. NATIONAL CABLE PROGRAM SERVICES	319
CABLE "NETWORK CHANNELS"	320
AUDIENCES	323
PROGRAMMING	327

9	Managing Marketing and Sales	335
	WHEN SALES BECAME MARKETING	336
	BUDGETS	338
	A. THE SALES STAFF	340
	SALES AS A CAREER	340
	WOMEN AND MINORITIES	341
	QUALIFICATIONS AND FUNCTIONS OF THE SALES MANAGER	341
	SELECTING A STATION SALES STAFF	342
	THE SALES MANAGER AND THE SALES STAFF	343
	COMBINATION TALENT/SALESPERSONS	346
	COMPLAINTS OF ACCOUNT EXECUTIVES	346
	COMPENSATION PLANS FOR SALESPERSONS	346
	B. TIME SELLING	348
	DUTIES OF SALES STAFF	348
	PREPARING FOR THE SALE	348
	THE SALES PRESENTATION	349
	FOLLOW-UP ACTION AFTER THE SALE	350
	C. LOCAL SALES	352
	SPOT ANNOUNCEMENTS	353
	RATES AND RATE INCREASES	354
	SALES DEVELOPMENT AND PROMOTION	358
	D. NATIONAL SALES	362
	ADVERTISING AGENCIES AND BROADCASTING	363
	SPOT BUSINESS AND THE STATION REPRESENTATIVE	368
	SPOT SALES	372
	E. NETWORK SALES	373
	ADVERTISING ON NATIONAL NETWORKS	373
	F. SALES AND ADVERTISING PRACTICES	377
	COMMERCIAL CLUTTER	377
	CHILDREN'S PROGRAMMING AND COMMERCIALS	379
	DECEPTIVE ADVERTISING	379
	A CAUTION	380
	CHAPTER 9 NOTES	380
10	Financial Management	384
	THE ROLES OF ACCOUNTING VS. ECONOMICS (OR FINANCE)	385
	ACCOUNTING	386
	THE CONTROLLER	386
	BROADCAST ACCOUNTING	387
	BALANCE SHEET	388
	PROFIT & LOSS STATEMENT	389
	MEDIA ASSETS	389
	OTHER ASSETS	390
	MEDIA LIABILITIES	392
	SOURCES OF INCOME	393
	CATEGORIES OF EXPENSES	395
	PROGRAMMING EXPENSES	397
	ENGINEERING EXPENSES	399

SALES EXPENSES	399
GENERAL AND ADMINISTRATIVE EXPENSES	400
THE MANAGER AND PROFIT	400
COST CONTROLS FOR GREATER PROFITS	402
STAFF AND WORKING FACILITIES	402
MECHANIZED/ELECTRONIC SYSTEMS	403
SALES REVENUES	403
BUDGETING	404
RADIO INDUSTRY PROFITS	405
TELEVISION INDUSTRY PROFITS	409
CASH FLOWS	412
NETWORK COMPENSATION PAYMENTS	416
NEWS BUDGETS	417
LOCAL CABLE SYSTEMS	419
EVALUATING MEDIA PROPERTIES	422
FORECASTS OF INDUSTRY REVENUES	424
GROUP OWNERSHIP	424
BROADCAST GROUPS	427
CABLE MSOs	431
CORPORATE OWNERSHIP: MERGERS, CONGLOMERATES	432
THE MANAGER'S CHALLENGES	435
CHAPTER 10 NOTES	438
11 Managers and the Law	443
HISTORICAL BACKGROUND OF FEDERAL REGULATION	444
DEVELOPMENTS TO THE PRESENT	445
THE REGULATORS: FCC COMMISSIONERS	446
THE FCC WORKLOAD	447
THE FCC AS PROTECTOR OF BROADCAST INTERESTS AND THE PUBLIC INTEREST	449
CONFLICT OF FREEDOM VS. REGULATION: THE COURTS	450
PRAGMATICS OF LEGISLATION AND REGULATION	451
LIMITS ON OWNERSHIP CONCENTRATION	452
REGULATORY PRACTICES AND ISSUES	456
FORFEITURES (FINES)	456
LICENSE RENEWALS: SHORT-TERM AND DENIALS	458
THE MANAGER AND RENEWALS	460
NEED FOR LEGAL COUNSEL	462
PROGRAMMING: DOCUMENTING PUBLIC SERVICE	463
ACCOUNTABILITY AND REPORTING FORMS	463
PROGRAM ISSUES: POLITICS AND CONTROVERSY	464
"EQUAL TIME"	464
THE FAIRNESS DOCTRINE	468
EDITORIALIZING AND PERSONAL ATTACK	472
PROGRAM ISSUES: INDECENCY AND VIOLENCE	475
INDECENCY/OBSCENITY: RADIO	475
DRUG LYRICS	477
SEX AND VIOLENCE: TV	478
SEX, INDECENCY: CABLE	480
CHILDREN AND BROADCASTING	481
OTHER PROGRAM ISSUES	482

LEGAL ISSUES FOCUSED ON PERSONS	483
LIBEL	483
RIGHT TO PRIVACY	485
ISSUES OF MINORITIES AND WOMEN	485
PERSONNEL WITH DISABILITIES	487
LEGAL ISSUES INVOLVING ECONOMICS, INDUSTRY STRUCTURE AND PROCESSES	487
CABLE SUBSCRIPTION RATES	489
PTAR, FIN/SYN	490
REGULATORY FEES	491
MEDIA ACCESS TO GOVERNMENT	491
THE RIGHT TO EQUAL ACCESS	491
ACCESS TO THE COURTS	491
ACCESS TO THE FEDERAL GOVERNMENT	493
ACCESS TO REGIONAL AND LOCAL GOVERNMENT	494
THE CHALLENGE	494
APPRAISING THE ROLE OF REGULATION	494
THE ISSUE OF REGULATING PROGRAMMING AND ADVERTISING	494
INDUSTRY SELF-REGULATION	496
MANAGEMENT'S ROLE IN SETTING POLICY	497
THE MANAGER'S RELATIONSHIP WITH FEDERAL, STATE, AND LOCAL GOVERNMENTS	498
THE "PUBLIC INTEREST" STANDARD	500
REORGANIZATION OF THE FCC	501
CHAPTER 11 NOTES	503

12 Managers and Technology: Engineering	512
THE STATION MANAGER'S RELATIONSHIP TO ENGINEERING	512
FUNCTIONS OF THE CHIEF ENGINEER	514
UNIONS	515
EQUIPMENT PURCHASE AND MAINTENANCE	515
PURCHASE	515
MAINTENANCE	517
AUTOMATION/COMPUTERIZED TECHNOLOGY	518
PLANNING FOR THE FUTURE	521
PARALLEL ISSUES: COLOR TELEVISION AND HDTV	523
COMPETING DELIVERY SYSTEMS	525
COAXIAL CABLE AND FIBER OPTICS	526
SATELLITES	527
TVRO AND DBS	528
LPTV, MDS, MMDS, SMATV	529
NONBROADCAST TV REVENUES	530
STEREO	530
DIGITAL AUDIO BROADCASTING (DAB)	530
PRAGMATIC STRATEGIES FOR DBS AND HDTV	532
FCC-RELATED RESPONSIBILITIES	533
FCC RULES VIOLATIONS	533
PERMANENT DEFENSE SYSTEM	535
CHAPTER 12 NOTES	538

Index	541
--------------	------------