

UNIT 12 MANAGEMENT OF A RADIO STATION

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12.0 INTRODUCTION

We live in an era of scientific management. Enterprises in the public and private sector which have made investments in men and material, adopt modern principles of management for achieving efficiency and economy in operations. Broadcasting is no exception to this trend, especially when there is a quantum jump in the number of broadcasting channels in the country bringing about intense competition among the channel operators. A radio station's activities cover a number of functional areas which need a well conceived management system to ensure cohesion and unity of purpose. In this unit, we shall discuss the features of management in radio stations both in the public and private sector.

12.1 OBJECTIVES

- After a study of this unit, you will be able to;
- describe the broadcast management in India;
 - outline the radio station management in the public sector;
 - discuss the radio station management in the private sector; and
 - analyse the importance of accountability, ethics and codes in broadcasting.

12.2 BROADCAST MANAGEMENT IN INDIA

By 'broadcast management', we mean the use of techniques and practices associated with the production and broadcast of programmes. Broadcasting involves service to the listening public of a nation. A service of this nature established and operated by the Government is generally referred to as a **Public Enterprise**. A Public Enterprise, according to management expert **William A. Robson**, can be a government department, a local authority, a mixed enterprise, a representative trust, a joint stock company or a public corporation. Each of these types has its own merits and demerits. A radio station licenced by the government to provide broadcast service for a specified period of time comes under the category of private enterprise.

According to the Indian Constitution, broadcasting at present is a central subject, and the responsibility of overseeing broadcast service in the country rests with the Union government. Broadcasting was placed in the Union list of the Seventh Schedule of the Constitution dividing the subjects between the Central and State governments. The union government has created an autonomous corporation called **Prasar Bharati** and invested it with the mandate of providing public service broadcasting.

With the avowed objective of freeing airwaves from any single monopoly, the government has introduced two schemes. The first relates to the setting up of commercial broadcasting stations by private companies and the other to the setting up of educational radio stations. Under the first scheme, licences have been granted to a number of private companies. In the area of educational broadcasts IGNOU has received the licence for operating 40 radio stations for exclusive broadcast of educational programmes. The government has also introduced another scheme for permitting educational institutions to have campus radio. The type and pattern of management of a radio station in the public and private sector will vary depending on the programme structure, capital outlay and scale of operations. We shall examine them separately.

Broadcast management means the use of techniques and practices associated with the production and broadcast of programmes. These include personnel management, financial management and production management.

Production Management in a radio station includes both planning and making programmes and their transmission as well. Engineering operations are also involved in the production and transmission of programmes. This is generally referred to as Production Management, which in fact includes programme and engineering operations.

Personnel Management or human resource management is that aspect of management which is concerned with the employees of an organisation. It is a distinct management function and involves human resource planning, recruitment of personnel, training, placement, payment of compensation, building up of morale, motivation and maintenance of records of all levels of employees working at a radio station.

Financial Management includes forecasting of fund requirements, proper utilisation of sanctioned grants provided for radio station and proper maintenance of accounts, marketing time for commercial broadcasting and securing a reasonable market share of the money spent on advertising in the country. It implies securing a sizeable share of the time people devote to the media.

Apart from these, there is another vital area of management, namely, **Public Relations Management**. It generally refers to the activities of the organisation through which "it tenders to the public a full and frank account, at all times, of the state of its business, its programmes and problems". Broadcasting, besides transmission of programmes from the radio station to the people, also involves the community in its broadcasting activity. It involves induction of talents. In these activities, it consults representatives of different sections of the society in formal and informal ways. The constitution of advisory committees and consultative panels provides the institutional framework for liaison with experts and audience representatives. PR is also needed to promote the interests of the radio station in getting better ratings and increased ad revenue.

12.3 RADIO STATION MANAGEMENT IN THE PUBLIC SECTOR

Prasar Bharati Corporation is organised on the basic principles of a public sector corporation though it is created by Statute and enjoys a special status with regard to its functioning. It receives funds as grant-in-aid out of the budget grant of the Information and Broadcasting Ministry approved by the Parliament. It is accountable to the Parliament for its performance. A report of its performance is included in the Annual Report of the Ministry of Information and Broadcasting and submitted to the Parliament. Its performance is reviewed by the consultative committees of MPs attached to the Ministry and the Standing Committee of Parliament, and both its Houses.

Public Service Broadcasting in India is a decentralised set-up where individual stations plan and produce programmes in the local languages, keeping in view the communication needs, tastes and preferences of the people of the areas they serve. However, they have been provided with operational guidelines and a broadcast code to follow. You will read about broadcast ethics and codes in detail in sub-section 12.6

AIR is part of the Prasar Bharati Corporation. The Director General of All India Radio is an ex-officio member of the Prasar Bharati Board of Management. All the radio stations have to implement the objectives of Prasar Bharati. To facilitate this, AIR and its radio stations are provided with a management structure.

Let us study the areas of broadcast management in greater detail with examples from AIR.

12.3.1 Programme Management

Programme Management includes programmes planning, production and administration. Publicity and feedback which constitute the fourth component are also part of management. As we have seen earlier, radio stations are provided with certain guidelines with regard to broadcasting. We have also seen that AIR has a motto, which indicates the broad policy it must follow. Every AIR station prepares a Programme Chart referred to as the **Fixed-Point Chart** keeping in view the code and guidelines. The fixed-point chart includes the following:

- number of transmissions in a day, including extended transmissions on holidays and their timings;
- timings of news bulletins which are to be relayed or originated;
- timings at which special audience programmes are to be scheduled;
- timings of programmes like devotional music, spoken-word, documentaries, features, plays, classical and light/folk music, etc. indicating whether they are originated or relayed.

This chart is prepared initially when the station is set up, and later revised every summer and winter, i.e., twice a year. The initial chart is prepared taking into account the audience profile created by the Audience Research Unit. The broad programme composition of a station approximately constitutes 40 percent music; 22 percent news; and 38 percent spoken-word. This percentage may vary from station to station, depending on its local needs.

The production of various programmes to be broadcast with reference to the Fixed-Point Chart is allocated to the producers of the station. They include programme executives, programme officers, farm radio officers, producers and in some stations, science officers and extension officers.

Programme Schedules

Each producer prepares a quarterly schedule of the programmes. This schedule is prepared after wide-ranging consultations by the producer with the experts in that field, members of the advisory committees and the general public. The schedule prepared by the producer is examined in great detail by the station director, assistant and deputy directors. The station director, who is the coordinator of the entire area of programming, ensures that the programme schedules are balanced and appropriate to meet the information needs of the listeners the station serves. S/he also ensures that there is adequate programming in each vital area of social communication in terms of the guidelines. S/he also takes care that new talents are inducted from time to time to infuse freshness and vigour in programming.

Contracts

After the finalisation of the programme schedules, the producer prepares the chart for each month, indicating the dates of broadcast of programmes. The selection of scripts and artistes is done by the programme producer. Before actually taking up the production, there are administrative procedures involving the preparation of the programme contracts with the artistes/ playwrights/talkers/participants/commentators/ anchor persons and others. The programme contract is a legal document entered into with the artistes and others participating in the programmes who give complete broadcasting rights to AIR for a consideration referred to as fee. The contracts also have clauses relating to the date and time of recording and broadcast wherever due. The contracts are signed well ahead of the date of recording. In the case of OB (outside broadcast) programmes like sports commentaries, *Kavi Sammelans*, the management aspects include finalisation of agreement with the organisers.

Apart from the pre-recorded programmes, the day's broadcast in a radio station comprises a number of live items, which generally include announcements, news bulletins, music, particularly classical music programmes. All these items are to be slotted in accordance with the fixed-point chart. This is done by the **Programme Coordination Unit (PCU)** at the stations. The programme officers meet every morning to give a final shape to the day's programme schedule and take a preview of the following day's schedule.

The meeting also reviews the broadcast of the previous day and an assessment is made on each item of the broadcast made.

The broadcast items are collected centrally in a room called the **Duty Room**. The items are given to the announcers/presenters by the **Duty Officer** who also monitors the items during broadcast. S/he keeps a record in a ledger called **Logbook**, which serves as a permanent record.

Scouting Talents and Audition Committees

The programme management also includes audition of artistes, selection of artistes, publicity, etc. In respect to music programmes, AIR has a regular arrangement for constant induction of fresh talent. It has constituted Music Audition Committees to do the preliminary screening at stations and Music Audition Board at the Center for grading the artistes. This board functions as a university examination board and the grades awarded by AIR are recognised throughout the country by the music community. In fact, music artistes eagerly look forward to receiving a 'grade' from AIR for recognition. The auditions are held for classical music (*Hindustani and Carnatic*), *Rabindra Sangeet*, light music, folk and tribal music. Auditions are also decentralised in respect of some categories.

AIR conducts Annual Music Competitions throughout the country to scout talent. The competitions are conducted at different centres and the final assessment is made centrally. The successful candidates are given broadcast opportunities. AIR also conducts playwright competitions in 18 languages with a view to securing outstanding drama scripts. This is done bi-annually. This competition has brought forth new writing talents from among the budding writers throughout the country.

Drama Audition Committees have been set up at regional/sub-regional stations for inducting acting talent. The audition committees prepare panels of artistes, and grade them with reference to the roles for which they are found suitable.

Audition committees for sporting events are also formed. These meet periodically to select commentators for commentaries. They are screened from the recorded trial commentaries for each discipline separately. The audition committees comprise experts in each area of sports and games. In constituting these selection committees, AIR selects eminent persons known for their objectivity and expertise.

In the case of spoken-word programmes, the selection of talent is made according to their attainments in the chosen fields. In the case of *Yuv Vani* (youth programmes), screening committees exist at stations to assess the suitability of those who aspire to participate in *Yuv Vani* programmes.

For Local Radio Stations, there are informal screening committees for inducting talents. In fact, a local radio provides opportunities for various associations, groups, communities to devise and present their own programmes. These are referred to as 'access' programmes. The local artistes organise themselves into associations or clubs and present their programmes. The local radio provides opportunities for the community to use the microphone for enriching itself.

Check Your Progress: 1

- Note:** 1) Use the space below for your answers.
2) Compare your answers with those given at the end of this unit.

1) What are the functional areas of management in regard to radio management?

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2) What do you mean by a Fixed Point Chart? What are its components?

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3) What is the role of audition committees in the induction of new talents?

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12.3.2 Engineering Management

Every radio station has been provided with production and transmission facilities. You may be aware that production facilities refer to the studio set-up where programmers are able to record these programmes and do post-production work, which includes editing, mixing and dubbing. The transmission facilities refer to the transmission complex, which is connected with the studio from where the programmes emanate. The studio-transmitter link is provided by telephone lines or microwave or through satellite.

The operation and maintenance of the engineering facilities need a large number of technical manpower. The engineering operations are headed by a senior engineer. The transmissions are for a long duration everyday, therefore the operational staff works in shifts. They also look after live coverage, such as sporting events, conferences, etc., besides Outside Broadcast (OB) coverage for production of newsreel, radio reports and documentaries, etc.

Erratic power supply is an area which renders maintenance difficult. Captive power is required to operate the essential engineering areas to ensure uninterrupted broadcast transmission. The generation of captive power is yet another area of engineering which is different from sound engineering. The studio-transmitter broadcast quality telephone line-links also create numerous operational problems from time to time. All these contribute to the complexity of engineering management.

Maintenance Management has become more complex with changing technologies and supply position of spares of various equipments. Stores management (including inventory control) is an important aspect of maintenance management. Many spare parts of machines at the radio station are procured centrally by the AIR central stores in Delhi and supplied to stations according to their indents. Several items have to be procured locally in accordance with prescribed purchase procedures. Planning and effective control are therefore necessary so that spare parts are readily available and there is no breakdown. This is referred to as inventory control. Stores management, the purchase and consumption of stores, carries with it the responsibility of maintaining records and of rendering a correct account of these transactions. Thus, stores management is an integral part of maintenance management.

12.3.3 Personnel Management

Personnel Management is an independent management function which pays attention to the human factor in a radio station. According to **Edwin B. Flippo**, author of **Principles of Personnel Management**, personnel function is concerned with procurement, development, compensation, integration and maintenance of the personnel of an organisation for the purpose of contributing towards the accomplishment of the organisation's major goals or objectives. In radio stations, the personnel management involves:

- human resource planning;
- inter-disciplinary staff coordination; and
- morale and motivation.

Human Resource Planning

When a radio station is set up, an elaborate plan of its manpower needs is also prepared. The human resource assessment is made with reference to proposed programme output of the station and its transmission pattern. There are standardised staff norms with reference to which the staff sanctions are made in most of the radio stations. In the case of AIR, recruitment is made by the Recruitment Board of Prasar Bharati or agencies approved by it. In the case of private radio stations, each one would do the recruitment at the local level.

Once the staff members join the station, it becomes the responsibility of the head of the station to induct them to appropriate positions and arrange their 'on the job' training. The new entrants are trained and given independent assignments once they are ready to take over.

AIR has a number of staff training centres and the staff has to undergo training normally before they complete their probation. Refresher courses are also organised periodically to upgrade and sharpen their skills.

Staff Coordination

We have seen in the earlier units that staff belonging to different disciplines work in a radio station, and the work is inter-related. Very often, in such a situation, misunderstandings and frictions develop. The head of a radio station tries to create an atmosphere in which every staff member feels that his/her contribution to the organisation is duly recognised. This helps in reducing the scope for friction. The head of the station who also functions as the Chief Personnel Officer tries to remove inter-cadre differences and build up *esprit de corps* so that every staff member contributes his/her mite to the organisation.

Morale and Motivation

Sustaining staff morale and creating motivation among them is of prime importance for the smooth functioning of a radio station. According to W.G. Scott: "Motivation means a process of stimulating people to action to accomplish the desire goals". Motivation increases the interest and zeal of employees in their work. The employees develop a feeling that the seniors have an abiding interest in their welfare. Motivation helps to tone up staff morale and higher the morale the higher is efficiency. The provision for subsidised canteens, recreation-facilities, financial rewards by way of honorarium, commendations for good work done are some of the means of staff motivation and morale boosting.

An institutional machinery for resolving grievances also exists. Usually, one senior officer is designated as Grievances Officer or Staff Relations Officer at each station. Apart from them, the station head meets the representatives of various staff unions periodically and listens to their suggestions and grievances to work out the ways for resolving the differences of the employees. A quick and timely response from the administration to the suggestions of the employees in resolving their problems goes a long way towards building up their morale and motivation.

12.3.4 Financial Management

It has already been explained that AIR receives funds for its maintenance and operation through grant-in-aid from government routed through Prasar Bharati. Each station receives this grant under several heads. To receive this grant, every station prepares elaborate projections of its requirement, which are referred to as **Budget Estimates**. These are prepared in July-August every year. The station director, in consultation with heads of different units, prepares the estimates and the expenditure for the following year. These are referred to the headquarters, which in turn recommends their inclusion in the expenditure budget of Prasar Bharati.

The expenditure from the grant-in-aid allocations has to be spread over the whole year. Therefore, allocation is made on a quarterly basis.

The responsibility of the station director and the accounting staff is to ensure that the funds/grants received are spent for the purpose for which these are meant. Funds need to be spent in accordance with the financial procedures prescribed in the AIR Manual and the general financial rules of the Government of India. They have to ensure that proper account is maintained in respect of each item of expenditure and the financial statements are prepared every month. One of the major items of expenditure at the station is payment of salaries, payment of bonus, leave travel concessions, medical reimbursements, etc. Deductions of mandatory contributions to provident fund accounts and income tax, wherever applicable, have also to be made. All these need calculations and most of the stations have a computerised system to handle these. The stations have some source of revenue, such as, audition fee. In the case of commercial broadcasting stations and some AIR stations, revenue includes advertisement charges also and a proper account of these is maintained at the stations. The system of computerised billing in respect of commercial advertisements has been introduced at these stations.

12.3.5 Public Relations Management

One of the important functions of management is Public Relations (PR). It is defined as "the attempt by information, persuasion and adjustment to engineer public support for an activity, cause, movement or institution." In the case of a broadcast organisation, PR assume immense importance. It aims at involving a two-way communication process to build the image of an organisation.

Broadcasting is meant for the public to fulfill their communication needs. Broadcasting organisations have first to ascertain the reactions through feed-back studies. The reservoir of talents among the listeners has to be tapped for producing programmes. In each of these activities, public relations are involved.

As stated earlier, Public Relations (PR) is a functional need of meaningful broadcasting. Broadcasting organisations are used for promoting public relations and publicity of a number of other organisations. A broadcasting organisation also needs publicity and public relations not only for building its own image, but also for rendering its service relevant and meaningful to the people. Popularity ratings play a dominant role in a broadcasting station for getting commercial revenue through broadcasting advertisements. All these are public relations exercises which a radio station undertakes.

Two-way Communication

The programmes of a radio station are generally produced in the studios. Of these, many are based on inputs recorded in the field, referred to as OB recordings. These bring the producers face-to-face with people, especially the marginalised and disadvantaged sections who get access to the microphone. A radio station has several interactive programmes such as phone-in, voice mail, radio bridge, people's forum programmes, etc. These interactive items not only enrich the station's programming, but also strengthen its public relations.

Radio stations present programmes before the public in pursuance of their PR objectives. The Annual *Sangeet Sammelan* features every year more than 100 music artistes, (*Hindustani and Carnatic*) before an invited audience. AIR also arranges for an eminent person to speak on a particular subject of public concern. Similarly, the Dr. Rajendra Prasad Memorial Lecture is arranged every year before an invited audience. The *Sardar Patel* Memorial Lecture is delivered in English while the *Rajendra Prasad* Memorial lecture is in Hindi. Similarly, at the regional level, Lad memorial lecture in *Marathi* is arranged for broadcast by stations in Maharashtra. Radio stations also arrange, from time to time, music concerts before invited audiences. These lectures give varied listeners the opportunity to appreciate different forms of Indian music and thought.

Advisory Committees

AIR stations get a profile of the listening audience, their tastes and preferences through formative research. The software of the station is prepared taking into account the communication needs of the listening audience and their tastes and preferences. This is not a one-time exercise. The station needs advice not only on what listeners want but also what they need. This advice is obtained through Advisory Committees. In almost all radio stations, there are Advisory Committees as well as Consultative Panels.

Programme Advisory Committees

The Programme Advisory Committees (PAC) are set up at stations which generate a sizeable quantum of programmes. There are representatives for different areas of specialisation and they include music, drama, folk-lore, art and culture, women and children welfare, tribal welfare, science, sports, literature and linguistic minorities, humour and agriculture and several allied sectors. There are 25 non-official members in these committees. In the towns where radio stations are located, state governments are also represented on PACs by the State Director of Information and Public Relations. The committee meets once a quarter and tenders advice to the stations on different programming areas. It also serves as a channel of feedback from the audience.

Apart from the PACs, the stations also have Consultative Panels for specialised areas of programming, such as rural programmes, industrial workers' programmes, educational broadcasts, and science and technology broadcasts. The consultative panel for rural programmes is located at individual stations while other panels are located at state capitals.

The consultative panel generally comprises subject specialists in different areas. In the panel for rural broadcasts for example, there are experts in agriculture, animal husbandry and allied areas, including rural industries, rural health and rural development. Officials from the respective state government departments, representatives of agricultural universities and research institutes and well known organisations participate in panel meetings. In the panel for education broadcasts, educators and representatives of the state education department, the state council for educational training, etc., are represented. In the panel of industrial workers, representatives of the concerned state government departments such as industries, labour, small savings, health, etc. are invited. The representatives of science and technology, research institutes are represented in the panel for science and technology broadcasts.

Check Your Progress: 2

- Note:** 1) Use the space below for your answers.
 2) Compare your answers with those given at the end of this unit.

- 1) Why is Engineering Management of a station crucial for effective programming?

- 2) Explain the sources of finance for radio broadcasting activities?

- 3) Explain the importance of two-way communication in station management?

12.4 RADIO STATION MANAGEMENT IN THE PRIVATE SECTOR

Companies-private and public can set up commercial radio stations on getting the licence from government after the completion of the formalities of bidding. The licence fee is pretty substantial which may in turn increase the cost of operation of a radio station. These companies expect a return on investment. The licence fee, the cost of operation and the expected return on investment have to be earned through commercial broadcast advertisements. As such, the companies have to resort to management practices which will minimise the recurring cost and maximise revenue from advertisements.

Programme Management

Entertainment receives primacy in the Fixed Point Chart of private radio stations. Their programme fare usually comprises film music and light entertainment items. A few spoken-word programmes in a lighter vein are also attempted alongwith programmes with information relating to traffic, weather and share market. Broadcast of news or news-based programmes is forbidden.

The private radio stations can ill afford to have elaborate machinery for auditions. They may depend upon music recordings available in the market for most of the programming. For the use of music recordings produced by music companies they have to enter with agreement with the copyright holders. For non-music programmes they may have to adopt a procedure similar to the one prevailing at the local radio stations referred to above.

In some cases, the company which has taken the licence may not like to get involved in the process of programme planning, scheduling and production and would like to outsource these. They may lease the job of 'content creation' namely, all aspects of programming to another company, usually a commercial associate.

The scheduling of programmes in these stations would be simpler but the station has to always keep in mind the generation of additional revenue and the interests of the advertisers.

Engineering Management

The new generation FM transmitters can be operated all the 24 hours a day and the maintenance involved is minimal. By an arrangement with the government, the transmitting mast of All India Radio is made available to these private radio stations. The maintenance and operations involved is handled by a public sector company of the Ministry of I&B on payment of a fixed fee. However, stores and inventory control, studios and transmitter maintenance will form parts of engineering management. The engineering operations do not require staff as in the case of public sector radio stations as they are outsourced.

Personnel Management

If a corporate body has a network of private radio stations then it would do the recruitment in accordance with its corporate philosophy. They may rely more on 'on-the-job' training by using some experienced radio broadcasters for the purpose.

The station will need one programme manager, a multi-skilled professional and an efficient coordinator. The coordinator will do programme planning scheduling, production and maintenance of records. The programmes are presented by vivacious anchors who form the backbone of programming. The station requires a dedicated staff to procure advertisements, realise the revenue and account for it. They are usually hired on the basis of daily remuneration. The staff complement on the programme and engineering side of a private radio station is minimal. Consequently, it does not need an elaborate structure of personnel or financial division. Even in this, the companies use/could use their own corporate staff avoiding the creation of a parallel infrastructure for the radio station. What is, however, inescapable is the provision of staff for maintenance of accounts-revenue expenditure, and rendering them for audit.

There are broadcast regulations to be complied with. These could be carried out by the programme manager or by the corporate management staff headed by a business-cum-sales manager.

Financial Management

Private radio stations will largely depend on the owner (the licence holder) for funds for operational expenses. The owner has to set apart a budget for each private radio station it operates. S/he has to maintain account in accordance with the requirements of law, tax authorities and auditors. The income from advertisements may not be adequate for all the expenditure at least in the initial years of operation. In such circumstances there will be greater stress on financial management.

Public Relations Management

PR management is a priority with commercial stations. Channel promotion for expanding listening and incremental changes in ratings is done through organisation of public shows, competitions, prize awards and liaison with rating agencies, advertisers and advertising agencies.

12.5 MANAGEMENT OF EDUCATIONAL RADIO STATIONS

Educational radio stations form the third tier in the system of broadcasting in the country. The management of their radio stations stands on a different footing from that of public service and commercial broadcast stations. In this section, we will discuss the management of Gyan Vani and Campus radio stations.

12.5.1 Gyan Vani

You have read in the previous units that the Indira Gandhi National Open University (IGNOU) has been granted licences by the government to operate 40 radio stations for broadcast of educational radio programmes. These are known as Gyan Vani radio stations. The licence agreement between IGNOU and the Government outlines the following in regard to programming:

- The licence is for free-to-air broadcast of educational programmes only. The licensee shall not use the frequency for any other purpose.
- The licensee shall follow all the programmes and advertisement codes as followed by AIR or any other code which may come in force.
- The licensee will indemnify and keep the licensor indemnified for any damage, loss or claim occasioned by the broadcast of any programme by the licensee.

Each Gyan Vani radio station will be an independent unit. The entire operation will be controlled by a local steering committee consisting of eminent educationists from various institutions constituted locally for each FM radio station. The Vice Chancellor IGNOU will nominate the person of eminence as chairman of the committee who in turn will form the steering committee by enlisting the cooperation of various educational institutions, research organisation, government departments and reputed non-governmental agencies involved in the propagation of education and community development. The station manager of Gyan Vani will be a member of the steering committee. The member secretary will normally be the head of the major partner institution which provides facilities for the transmission of the stations' programmes. The steering committee will finalise the programme mix, the fixed point chart and transmission time sharing etc.

Engineering

The major partner institution will provide existing audio studio facilities and office accommodation free of cost for the use of Gyan Vani station. The administrative overheads will include annual maintenance cost, insurance premium, office expenses, electricity charges and staff salaries. As in the case of commercial broadcast stations, Gyan Vani transmitters will share the transmitter mast of AIR and the maintenance will be done by AIR or by a public sector corporation of the Ministry of I & B. on payment of a fixed amount.

Staff Structure

Each Gyan Vani station will have three core staff, this will include a station manager, library assistant and an accountant. The station manager will have the functional autonomy to compile programmes with reference to the fixed point chart as approved by the steering committee. S/he will select and engage anchorpersons for presentation of programmes. S/he will also undertake production of programmes to the extent required.

12.5.2 Campus Radio Stations

The licence would be given to the educational institution desirous of operating a radio station. Each of these educational institutions would formulate the management and programme structure for the campus radio. In actual practice, the educational institution itself would be managing the radio station. The technical operation could be entrusted to a faculty member in charge of electronics, telecommunication or physics. The students and teachers in various streams and disciplines can contribute to programme production and presentation. All that would be required is a coordinator to finalise each day's programme output. The quantum of programming and transmission pattern will vary widely from institution to institution depending on the size, resources and needs. The management will have the responsibility to ensure that the conditions included in the licence agreement are strictly adhered to.

12.6 ACCOUNTABILITY, ETHICS AND CODES

The broadcast media with its extensive reach leaves immense impact on the audience. There is a growing recognition that while the media must have freedom of expression, they must be accountable to ensure what is broadcast is in the best interest of the society and there is no aberration. The Ethical code and regulations provided for the broadcast media are aimed at this.

Accountability of Broadcasters

Accountability means being answerable to someone who has been delegated authority. Radio management also involves accountability. In the case of AIR, it is accountable to a number of stake holders, such as:

- the Prasar Bharati Board, to ensure that the grant- in- aid given is properly spent keeping in view the policy as approved by it from time to time;
- the Government, to ensure that the mandate given by it is carried out in letter and spirit;
- the listeners, to ensure that programmes of information, education and wholesome entertainment are provided to them keeping in view their tastes and preferences and needs of every section of society are adequately catered to;
- the community, to ensure that it serves to enrich the community and assist the disadvantaged and vulnerable sections of the society and help to preserve ecology and environment;
- the development agencies, to ensure that it provides communication support to their development efforts;
- the executives and other employees, to ensure just and fair management practices where every person is considered an individual standing on his/her own dignity; and
- the consumers, to ensure that its commercial messages are in strict conformity with the radio's advertising code.

In the case of commercial stations, they are accountable to the licencor namely, the government which granted the licence for operating the radio station. They have to comply with the provisions of the licence in letter and spirit. They are accountable to the advertisers for broadcast of advertisements as this is chosen time and meet the programmes that accompany their advertisement interesting to that maximum number of listeners. If it is corporate body with the share capital of public, then they are accountable to the shareholders for carrying on the operations in the most efficient way so that they can expect dividend out of profits.

The educational radio is accountable, as in the case of a commercial station, to the licencor. It is also accountable to the partner institution in ensuring that its contributions are given appropriate time slots in their broadcast schedules. It is accountable to the student community in ensuring that different segments of the audience get their due share in programming which must meet their educational needs.

Broadcast Ethics

Broadcast ethics generally refer to the rules of conduct to be observed by the broadcasters. The objectives of public service broadcasting are followed as guidelines.

The policy objectives of public service broadcasting are summed up in AIR's motto "*Bahujana Hitaya Bahujana Sukhaya*" (for the benefit and happiness of large sections of society). In pursuance of this objective, it provides programmes (news included) of information and education. According to the Prasar Bharati Act, the Broadcasting Corporation shall, in the discharge of its functions, as public service broadcaster, be guided by certain specific objectives, which may be seen in Annexure I. In addition there is a code which is referred to as AIR code which is furnished in Annexure II. Both the annexures are given at the end of the unit.

AIR code and the guidelines form the bedrock of Broadcast Ethics whether the radio stations are run by public, private or NGO sector. The AIR code forbids broadcasts by individuals which contain items of objectionable nature enumerated in the code. AIR code lists the items which AIR will not allow in broadcast by individuals. The code is in line with Article 19 (i) (a) of the Constitution of India. In addition to these, there are other conventions and practices.

The practices observed by AIR by way of conventions are:

- (i) appeal for funds is disallowed, except in national emergencies;
- (ii) trade names are excluded in broadcasts, which amount to advertising directly or indirectly, except in the commercial service;
- (iii) direct publicity is not permitted for or on behalf of an individual or organisation which is likely to benefit only that individual or organisation;

There is also a separate code for commercial broadcasting. The commercial broadcast code prescribes the 'do's' and 'don'ts' for advertisers and advertising agencies to ensure that advertisements, either in terms of content, tone or treatment do not mislead the listener/consumer or are not repugnant to the generally accepted standards of public decency.

The code is also intended to serve as a safeguard against the use of advertising to promote products considered hazardous to the society at large. The code forbids commercials which relate to or promote cigarettes and tobacco products, *pan masala*, liquor, wines and other toxicants. Indecent, vulgar, suggestive, repulsive or offensive themes or treatments are not allowed. There are provisions which safeguard the interests of children. The advertisement has to be in conformity with the law of the country. The advertisement must also be in conformity with:

- AIR code;
- Code of ethics for advertising in India issued by the Advertising Council of India;
- Code of standards in relation to the advertising of medicines and treatments; and
- Standards of practice for advertising agencies.

These regulations are also applicable to non-commercial programmes of AIR as also the educational radio stations. In order to strengthen the moral fibre of the people, AIR draws upon the deeper spiritual experiences of the followers of all the religions of India and uses extracts from their literature. It also takes special note of the festivals and celebrations of all religions.

The broadcast ethics do not permit editorialising or censorship in programmes and the news. The editors are required to ensure balance, fairness and objectivity. The Election Commission of India has given AIR a set of guidelines relating to broadcasts in connection with the general elections. These forbid broadcasts by persons who have a stake in the elections from the date of notification of the poll. While AIR does not permit political broadcasts, it affords equal opportunities to all recognised political parties for election broadcasts under a scheme approved by the Election Commission.

The private radio stations have to follow the AIR Commercial Code, the Code of Ethics for Advertising in India and the Code of Standards in relation to the advertising of medicines and treatments as also the standards of practice for advertising agencies. These broadcasts have to be in conformity with the laws of the country, the Indian Penal Code and the provisions contained in Article 19 (1) a of the Constitution of India.

Check Your Progress: 3

- Note:**
- 1) Use the space below for your answers.
 - 2) Compare your answers with those given at the end of this unit.

- 1) "What do you understand by the term 'accountability of radio management'?"
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.....
.....
- 2) What are the aims of Broadcast Ethics?
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.....
- 3) What is the importance of the Advertising Code?
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12.7 LET US SUM UP

In this unit, we have discussed the basic tenets of management, and seen how they are suitable for application at a broadcasting organisation under a governmental set-up. A multi-disciplinary organisation has several components, such as, management of programmes, engineering, personnel, financial and public relations management. These have been discussed at some length keeping in view their importance for a radio station. In addition, Broadcast Ethics or the rules of conduct to be observed by the broadcasters and various codes which form the bedrock of broadcast ethics were also discussed in the unit.

12.8 GLOSSARY

| | | |
|--|---|--|
| Multi-Disciplinary Organisation | : | An organisation where there are several areas of work, such as, programming, engineering, news, administration, audience research, etc. |
| Fixed Point Chart | : | The basic chart of a radio station indicating the pattern of broadcasts and the days and timing at which programmes, news, etc., are to be scheduled for broadcast |
| Originated Programmes | : | Broadcast of programmes which are planned, produced or presented by the station |
| Relayed Programmes | : | Broadcast of programmes originated by some other stations |
| Information Needs | : | What the listeners need in the areas of information and functional literacy |
| Communication Needs | : | What the listeners need in the areas of information, education and entertainment |
| Social Communication | : | Communication in the areas of social development, including health, hygiene, consumer protection, ecology, environment, etc. |
| Manual | : | A compendium of instructions, procedure, orders, rules and regulations of an organisation |

12.9 CHECK YOUR PROGRESS: POSSIBLE ANSWERS

Check Your Progress: 1

- 1) The functional area of management of a radio station include: production management, personnel management, financial marketing management. Production management covers all the stages beginning from conceptualisation to actual broadcast. Management of the funds received and generation of revenue through marketing of programmes is of crucial importance to a radio station for its survival. Human resource management and public relations are the other areas of management.
- 2) A programme chart prepared by a radio station is known as Fixed Point Chart. The broad component of a Fixed Point Chart are:
 - number of transmissions in a day, including extended transmissions on holidays and their timings;
 - timings of news bulletins which are to be relayed or originated;
 - timings at which special audience programmes are to be scheduled;
 - timings of programmes like devotional music, spoken word, documentaries, features, plays, classical and light/folk music, etc., originated or relayed are to be scheduled.

- 3) An Audition Committee is an institutional arrangement for induction of new talents. A radio station is always on the lookout for new talents. Scouting talent is one of the important duties of a producer who introduces new writers, experts, specialists for participation in programmes. There is a lot talent latent in ordinary people be it acting or singing. They can approach the radio station for programme opportunities and the station arranges audition, to check if the talents are up-to the broadcast standard. The audition fees is a nominal sum and every radio station endeavours to make the audition objective and impartial so that they set the right talent.

Check Your Progress: 2

- 1) Programming and engineering constitute the integral part of broadcasting and one does not exist without the other. Engineering management includes not only the operation of transmission but also the procurement, maintenance and inventory control of all the equipment.
- 2) The main source of finance for radio station engaged in public service broadcasting is the grant-in-aid received from the government. This is supplemented by other sources such as revenue from advertisers and fees collected from aspiring artistes by way of audition fees. In the case of private radio stations the main source of income is from commercial advertisements.

Check Your Progress: 3

- 1) Accountability means being answerable to someone who has been delegated authority. In the case of radio management it is accountable to the Prasar Bharati Board of Management which provides funds received from the government. The mandate enjoins the organisation to provide public service broadcasting. It must be objective and impartial in programming conforming to its own and the broadcasting code.
- 2) Broadcasting is expected to provide an objective, balanced and impartial service to the public. It is under the control of the Government. There is scope for its misuse by the party in power. Therefore the responsibilities of running a public service broadcasting network must be entrusted to an independent autonomous public authority with a board of management consisting of eminent men and women.
- 3) The government has completed allotment of licences to private parties (corporate bodies) for operating radio stations. According to this, there would be a number of private radio channels in several cities and towns. The presence of a number of private stations would encourage a healthy competition among them and the listening audience would eventually be the beneficiaries.

Annexure I

Objectives of Public Service Broadcasting

The objectives include:

- (a) Upholding the unity and integrity of the country and the values enshrined in the Constitution;
- (b) Safeguarding the citizen's right to be informed freely, truthfully and objectively on all matters of public interest, national or international, and presenting a fair and balanced flow of information, including contrasting views without advocating any opinion or ideology of its own;
- (c) Paying special attention to the fields of education and spread of literacy, agriculture, rural development, environment, health and family welfare and science and technology;
- (d) Providing adequate coverage to the diverse culture and languages of the various regions of the country by broadcasting appropriate programmes;
- (e) Providing adequate coverage to sports and games, so as to encourage healthy competition and the spirit of sportsmanship;
- (f) Providing appropriate programmes keeping in view the special needs of the youth;
- (g) Informing and stimulating the national consciousness in regard to the status and problems of women and paying special attention to the uplift of women;
- (h) Promoting social justice and combating exploitation, inequality and such evils as untouchability and advancing the welfare of the weaker sections of the society;
- (i) Safeguarding the rights of the working classes and advancing their welfare;
- (j) Serving the rural and weaker sections of the people and those residing in border regions, backward or remote areas;
- (k) Providing suitable programmes, keeping in view the special needs of the minorities and tribal communities;
- (l) Taking special steps to protect the interests of children, the blind, the aged, the handicapped and other vulnerable sections of the people;
- (m) Promoting national integration by broadcasting in a manner that facilitate communication in the languages in India; and facilitating the distribution of regional broadcasting services in every State in the languages of that State;
- (n) Providing comprehensive broadcast coverage through the choice of appropriate technology and the best utilisation of the broadcast frequencies available and ensuring high quality reception;
- (o) Promoting research and development activities in order to ensure that radio and television broadcast technology are constantly updated; and
- (p) Expanding broadcasting facilities by establishing additional channels of transmission at various levels.

Annexure II

AIR CODE

Broadcasts on All India Radio by individuals will not permit:

1. Criticism of a friendly country
2. Attack on religion or communities
3. Anything obscene or defamatory
4. Incitement of violence or anything against maintenance of law and order
5. Anything amounting to contempt of court
6. Aspersions against the integrity of the President, Governors and Judiciary
7. Attack on a political party by name
8. Hostile criticism of any State or the Centre
9. Anything showing disrespect to the constitution or advocating change in the Constitution by violence, but advocating changes in the constitutional way should not be debarred.