

**BROADCAST MEDIA MANAGEMENT: PRACTICES IN RADIO AND
TELEVISION IN NEPAL**

A Dissertation Submitted to

the Faculty of Humanities and Social Sciences, Tribhuvan University

in Fulfillment of the Requirements for the Degree of Doctor of Philosophy (PhD)

in

Journalism and Mass Communication

Submitted By

Janardan Bista

Ph.D. Regd. No.: 54/2072

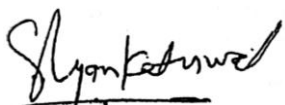
Tribhuvan University

Kathmandu Nepal

2025

LETTER OF RECOMMENDATION

We certify that this dissertation entitled **BROADCAST MEDIA MANAGEMENT: PRACTICES IN RADIO AND TELEVISION IN NEPAL** was prepared by Mr. JANARDAN BISTA under our guidance. He has prepared the final draft of this dissertation by incorporating comments and suggestions from external evaluators. We hereby recommend this Dissertation for further processing to the Research Committee of the Faculty of Humanities and Social Sciences, Tribhuvan University, in fulfillment of the requirements for the degree of **Doctor of Philosophy in Journalism and Mass Communication**.



Prof. Dr. Shyam Bahadur Katuwal

Supervisor

Date: June 2025



Dr. Samiksha Koirala

Co-supervisor

Date: June 2025

DECLARATION

I hereby declare that this Dissertation is my work and, it contains no materials previously published elsewhere. I have not used its materials for awards of any kind or any other degree purposes. The sources of information have been duly acknowledged. Interpretation and presentation of facts are entirely of my own and I alone is responsible for any mistake or human and mechanical errors.

.....

Janardan Bista

TU Regd. No.: 7430-92

Date: June 2025

ACKNOWLEDGMENTS

I would like to express my deep gratitude to my supervisor, Prof. Dr. Shyam Bahadur Katuwal, who continuously supported and guided me throughout the research period. I also express my hearty gratitude to my co-supervisor, Dr. Samiksha Koirala, for her valuable suggestions to improve the research.

I am grateful to Dean Prof. Dr. Dubi Nanda Dhakal and Assistant Dean Assoc. Prof. Dr. Khom Raj Kharel, Faculty of Humanities and Social Sciences. I'm also very thankful to Assoc. Prof. Kundan Aryal, Head of the Central Department of Journalism and Mass Communication, and the former head of the Department, Prof. Chiranjivi Khanal including other faculty members in the Department.

I am grateful to Prof. Ram Krishna Regmee and Dr. Suresh Acharya for their encouragement and suggestion during my entire research period. I heartily thank Dr. Sudhamshu Dahal for his valuable suggestions and comments on the thesis. I sincerely thank Arjun Giri, president of the Association of Community Radio Broadcasters Nepal (ACCORAB), for his tremendous help in finding and locating respondents.

I am truly indebted to my wife, Saraswoti Budhathoki for her generous support throughout this research endeavor. I'm so glad to receive support from my sons Suyog and Sauharda, particularly in sorting preliminary data. I express my hearty thanks to all who supported me during the entire process of this research.

Janardan Bista

Date: June 2025

ABSTRACT

This study examines the management practices within broadcast media organizations in Nepal, a subject of ongoing interest due to the media's profound societal impact. It aims to assess the management strategies of these organizations, identify areas for enhancement, and understand media managers' perspectives on media management's unique nature. Adopting a mixed-methods approach, the study combines qualitative and quantitative data collection through surveys, interviews, and observations.

The main focus of the study is to assess the management practices in broadcast media organizations of Nepal to identify areas for improvement. The study also intends to have an understanding of media managers' perspectives on the field of media management. The research involved a questionnaire survey with 100 media managers from various radio and TV stations, and in-depth interviews with ten interviewees including broadcast media managers, broadcast media management scholars and experts.

The study finds that 90 percent broadcast media managers heard of the term media management, 78 percent acknowledge that media management refers to the overall management of media organizations, 59 percent understand the goal of media organization as public service with reasonable profit, 91 percent agree that each media product is distinct, 100 percent agree that media should be accountable to public, 97 percent agree media industry is creative, indicating their satisfactory level of knowledge on the concept and meaning of media management.

The findings of this research indicate that although Nepali broadcast media managers are familiar with the principles of media management and employ democratic and participatory management styles, they struggle to effectively apply

these practices. Modern technology and standardized human resource practices are significantly used, but foundational management knowledge is lacking, leading to financial difficulties due to insufficient revenue generation. Smaller media entities, often family-run, face additional institutionalization challenges.

The findings further highlight that media managers have also utilized computers and the latest technology in their organizations, and they have practiced human resource management with a universally accepted free and fair recruitment process on a merit basis. However, they are still lagging in instilling the fundamental knowledge of management in their organizations. They are involved in planning, organizing, leading, and controlling in one way or another but cannot practice these aspects properly in their organizations to avoid the survival problems resulting from insufficient revenue generation.

The study further highlights that most broadcast media organizations, except some corporate and state-owned entities, are experiencing financial crises due to ineffective management and insufficient revenue generation. Moreover, smaller broadcast media outlets, such as FM radio and local TV stations, often remain unstructured and are typically operated by family members.

Keywords: Broadcast media, general management, media management, media economics, mixed methods

TABLE OF CONTENT

Letter of Recommendation	i
Declaration	ii
Acknowledgments	iii
Abstract	iv
Table of Contents	vi
List of Tables	xiii
List of Figures	xv
Abbreviations/Acronyms	xvi
CHAPTER I: INTRODUCTION.....(1-22)	
1.1 Background of the Study..... 1	1
1.2 Media Management 4	4
1.3 Broadcast Media Management 9	9
1.4 Context of the Study 10	10
1.5 Statement of the Problem 13	13
1.6 Research Questions 15	15
1.7 Objectives of the Study 16	16
1.8 Significance of the Study 16	16
1.9 Delimitations of the Research 18	18
1.10 Operational Definitions 20	20
1.11 Organization of the Study..... 22	22
CHAPTER II: LITERATURE REVIEW.....(24-83)	
2.1 Introduction 24	24
2.2 Literature Related to International Context 26	26
2.3 Literature Related to the Context of Nepal 58	58

2.3.1 The Early Practice of Media Management in Nepal.....	58
2.3.2 Empirical Review of Media Management in Nepal.....	65
2.3.3 Review of RLaw and Policy related to Broadcast Media Management..	79
2.4 Research Gap.....	83
CHAPTER III: RESEARCH METHODOLOGY.....(85-113)	
3.1 Introduction	85
3.2 Theoretical Framework	85
3.3 Research Methods.....	87
3.3.1 Survey Research.....	88
3.3.2 In-depth Interview	93
3.3.3 Observation.....	98
3.4 Research Philosophy	100
3.5 Research Design	102
3.5.1 Mixed Methods Strategies	104
3.5.2 The Rational behind the Selection of Mixed Methods Research Design..	107
3.6 Data Collection	108
3.7 Characteristics of the Respondents	109
3.8 Data Analysis.....	111
3.9 Rationale of the Study.....	113
CHAPTER IV: BROADCAST MEDIA MANAGERS' PERCEPTIONS ON MEDIA MANAGEMENT AND ITS DISTINCT NATURE.....(115-140)	
4.1 Introduction	115
4.2 Acquaintance with the Term Media Management.....	116
4.3 Knowledge on the Meaning of Media Management	116
4.4 Need of Media Study Background for Media Managers	118

4.5 Goal of Media Organization.....	119
4.6 Dealing with Human Resources and Technical Tools Simultaneously	120
4.7 Each Media Product (print, broadcast, or post) is Distinct	121
4.8 Media Industry is a Creative Industry.....	122
4.9 Media Should be Accountable to the Public	123
4.10 Media Product is a Combined Venture	124
4.11 Labor with Specialty as Against the Personnel Physical Head-count.	125
4.12 Views of the Most Important Department in Media Organizations	126
4.13 Survey Result on Broadcast Media managers' Perceptions	129
4.14 Identification of Issues for Further Exploration	131
4.15 Discussion.....	140

CHAPTER V: MANAGEMENT PRACTICES OF NEPALI BROADCAST

MEDIA.....(140-169)

5.1 Introduction	142
5.2 Plan for the Activities	143
5.3 Authority to Mobilize Resources.....	144
5.4 Participation of Employees in Decision Making	145
5.5 Consultation with Employee Unions for Policy-level Decisions.	146
5.6 Assign Protocol to the News and Programme Department.....	148
5.7 Accountable for Broadcasting Wrong Contents	149
5.8 Handling of the Human Resource Issues	150
5.9 Freedom for Employees to Choose Their Tasks and Target on Their Own ...	152
5.10 Survey Result of the Overall Practice of Management	153
5.11 Identification of Issues for Further Exploration	155
5.12 The Status of Radio and Television Stations in Nepal.....	160

5.12.1 Types of Radios in terms of Ownership	160
5.12.2 Types of Televisions in terms of Ownership	166
5.13 Discussion.....	170
CHAPTER VI: PROFESSIONALISM IN THE MANAGEMENT PRACTICES	
OF NEPALI BROADCAST MEDIA.....(171-196)	
6.1. Introduction	172
6.2 Academic Background of Managers.....	172
6.3 Management Training	173
6.4 Practice of Editorial Meeting.....	174
6.5 Methods for Chart Out Plans	175
6.6 Presence of Sufficient Written Rules and Regulations	176
6.7 Methods of Allocation of Tasks to Employees	177
6.8 The Status of the Use of Computers and Other Digital Technology	178
6.9 Method of Employee Recruitment.....	179
6.10 Weightage to the Monitoring and Evaluation.....	181
6. 11 Final Authority for Content Approval.....	182
6.12 Priority to Attendance or Outcomes	183
6.13 Survey Result of the Professionalism in Management Practices.....	184
6.14 Identification of Issues for Further Exploration	185
6.15 Overall Status of the Management in Radio and Television in Nepal.....	194
6.16 Discussion.....	196
CHAPTER VII: FINDINGS AND CONCLUSIONS.....(198-212)	
7.1 Findings	198
7.2 Conclusion.....	209
7.3 Policy Implications	211

7.4 Areas for Further Research..... 212

APPENDIX(214-225)

REFERENCES.....(225-

22639)

LIST OF TABLES

Table 3.1: Population and sample design	92
Table 3.2: Population and sample design for in-depth interview	98
Table 3.3: Sample design for observation.....	99
Table 3.4: Demographic characteristics of participants.....	109
Table 4.1: Heard the term media management	116
Table 4.2: Meaning of media management.....	117
Table 4.3: Need of media study background	118
Table 4.4: The Goal of media organizations	119
Table 4.5: Distinct nature of media management.....	120
Table 4.6: Each media product (print, broadcast, or post) is distinct	121
Table 4.7: The media industry is creative	122
Table 4.8: The media industry is accountable to the public.....	123
Table 4.9: Media product is a combined venture	124
Table 4.10: Labor specialty against personnel physical head-count	125
Table 4.11: Importance of the departments.....	126
Table 4.12: Perceptions on the distinctiveness of media management	127
Table 4.13: Broadcast media managers' knowledge.....	130
Table 5.1: Plan for the activities.....	143
Table 5.2: Authority to Mobilize resources	144
Table 5.3: Employee involvement in decision making.....	145
Table 5.4: Employee union's involvement in policy level decision making.....	146
Table 5.5: Protocol to news and program departments	148
Table 5.6: Accountable for broadcasting wrong contents.....	149

Table 5.7: Handling of the human resources issues	151
Table 5.8: Freedom to employee to choose task	152
Table 5.9: The management practices in Nepali broadcast media	154
Table 5.10: The status of the volume of radio stations.....	161
Table 5.11: The status of the volume of television stations.....	166
Table 6.1: Academic background.....	173
Table 6.2: Editorial meeting.....	174
Table 6.3: Methods for chart out plans	175
Table 6.4: Availability of sufficient written rules and regulations.....	176
Table 6.5: Methods of allocating tasks	177
Table 6.6: Availability of computers and digital technology.....	179
Table 6.7: Employee recruitment	180
Table 6.8: Weightage is given to 'Monitoring and Evaluation'	181
Table 6.9: Final authority for content approval.....	182
Table 6.10: Weightage to attendance or outcomes.....	183
Table 6.11: Professionalism in the management practices	185
Table 6.12: The status of management in radio and TV.....	195

LIST OF FIGURES

Figure 3.1: Sequential explanatory design.....	105
Figure 3.2: Mix method research Design.....	106
Figure 5.1: Analysis of the consultation with employee unions	147
Figure 5.2: Radio Nepal's organizational structure	163
Figure 5.3: Radio Sagarmatha's organizational structure	164
Figure 5.4: Organizational structure of Ujyalo Network.....	165
Figure 5.5: Nepal Television organizational structure	168
Figure 5.6: AP1 Television organizational structure.....	169
Figure 6.1: The status of management training.....	174

ABBREVIATIONS/ACRONYMS

ABC	:	Australian Broadcasting Corporation
Ad	:	Advertisement
Admin.	:	Administration
AIR	:	All India Radio
AM	:	Amplitude Modulation
BBC	:	British Broadcasting Corporation
BoD	:	Board of Directors
BS	:	Bikram Sambat
CIN	:	Community Information Network
CNN	:	Cable News Network
CSR	:	Corporate Social Responsibility
DRM	:	Digital Radio Mondiale
DVD	:	Digital Video Disc
ED	:	Executive Director
FM	:	Frequency Modulation
GM	:	General Manager
GO	:	Government Organization
HR.	:	Human Resources
INGO	:	International Non-Government Organization
ITV	:	Independent Television
KHz	:	Kilo Herz
KW	:	Kilo Watt
LW	:	Long Wave
M&E	:	Monitoring and Evaluation

MBO	:	Management By Objectives
MD	:	Managing Director
MHz	:	Mega Herz
MoCIT	:	Ministry of Communication and Information Technology
MW	:	Medium Wave
NGO	:	Non-Government Organization
NTC	:	Nepal Telecommunication
PE	:	Public Enterprises
PSA	:	Public Service Announcement
PSB	:	Public Service Broadcasting
RBV	:	Resource Based View
RSS	:	Rastriya Samachar Samittee
SOE	:	State Owned Enterprises
SW	:	Short Wave
SWOC	:	Strengths, Weaknesses, Opportunity and Challenges
USA	:	United States of America
USAID	:	United State Agency for International Development
VOA	:	Voice of America
VSAT	:	Very Small Aperture Terminals
WW II	:	World War Second

CHAPTER I

INTRODUCTION

1.1 Background of the Study

The study on broadcast media management and its practices in radio and television stations reveals the overall management practice of radio and television stations in Nepal, exploring knowledge of both media and management. In today's digital and new media era, one might argue on the relevance of studying the management of radio and television stations that are often viewed as traditional media. However, broadcast media are still pertinent due to their tremendous impacts on audience. Broadcast media, one of the major genres of mass media, refers to audio-visual media like radio and television that can simultaneously disseminate messages to a wide audience. According to McQuail (2010), television is still probably the single most potent influence in the accelerating media globalization process, partly because, as with the cinema film, its visual character helps it to pass barriers of language.

Despite the emergence of new media based on internet technology, broadcast media has not lost its significance in societies worldwide. It continues to have an impact on various aspects of human life. McQuail (2010), in his book *McQuail's Communication Theories*, emphasizes the continuing significance of mass media in contemporary society, particularly in politics, culture, everyday social life, and economics. Mass media provides a platform for political debate, policy dissemination, and public influence. It also serves as the primary channel for cultural representation and expression, shaping social reality and influencing social identity.

In developing countries like Nepal, broadcast media is particularly relevant due to its effectiveness in creating awareness about contemporary issues, especially

among rural and underprivileged people. The 2021 National Population and Housing Census of Nepal released by National Statistics Office on March 24, 2023, reports that there is only a 76.3 % adult literacy rate in the country (p.199). Thus, the rest of the population has no choice except to tune in to the radio and watch television. In this backdrop, broadcast media in Nepal is still a catalyst for the positive development of the society which can only be achieved if this sector is managed properly. Well-managed and effective management of broadcast media is the concern for all.

Tjernström (2002) sheds lights on the importance of media management to various stakeholders that owners mainly seek a dependable return on their investment, employees desire a reasonable salary, while the public seeks worthwhile information and entertainment for the time and money invested in consuming media. However, in the context of Nepal, the frequent media reports on the agitation of broadcast media personnel demanding their salaries, appointment letters, and other welfare indicate the problems in the management. Journalists staged protests on October 17, 2023, against Kantipur Media Group (KMG), the leading private sector media group in the country due to grievances regarding expulsions, transfers, and delayed payments.

The Federation of Nepali Journalists (FNJ) itself also staged a protest at the Kantipur Media Group (KMG) office in Thapathali, demanding the implementation of minimum wages (The Himalayan Times, 17 Oct 2023). These instances provide a glimpse of poor management practices in Nepali media organizations. Therefore, this study has been carried out as an attempt to further delve deeper into the management practices of Nepali broadcast media before suggesting any panacea. Besides contributing to the practical field, the study also contributes to the academic arena by fulfilling knowledge gap in media management by further exploring the distinct

nature of media management and special features of media industry and information product.

The study explores the management practices in Nepali broadcast media within the broader framework of media industry-specific management and general management with the human relation approach. Although Albarran (2012) acknowledges that research centered on the managerial and economic aspects of the media industries has a rich, diverse, and interdependent history as the earliest published work was found in the 1940s, Kung (2016) believes that media management field is still embryonic and needs to apply theories from the domains of other disciplines such as business, management, general economics and political economies. Therefore, this research has applied both approaches of media industry-specific management and general management to explore broader aspects of management in Nepali broadcast media organizations, based on the human relation aspect of management.

As the field of media management has been acknowledged as a young and new field (Kung, 2016; Robert, 2011; Albarran, 2012; Lowe & Brown, 2016) compared to other fields of general management and economics, this research aims to examine the prevailing knowledge of Nepali broadcast media managers, media management scholars, and media management intellects on the concept and nature of media management. The research also seeks to explore the current status of management practices in Nepali broadcast media organizations, in addition to analyzing the state of professionalism in practicing management.

The study adopts a mixed methodological approach, combining qualitative and quantitative methods such as questionnaire surveys, in-depth interviews and observations. One hundred media managers from various radio and television stations

have been approached physically and virtually, besides conducting ten in-depth interviews to gather their perceptions and insights on various themes relevant to the study. The collected data, both qualitative and quantitative, is then analyzed using established data analysis tools to derive meaningful findings and conclusions.

1.2 Media Management

Media management simply refers to the overall management of media organizations. Despite a long heritage as an area of study, scholars have little consensus on what constitutes a working definition of media management or media economics (Albarran, 2012). Albarran (2008) stated that he could not claim to have any answers as to how to define the field of media management (p. 184). Similarly, Picard (2006), one of the founding scholars in the field of media economics, expressed a similar view that there is no such thing as media economics (p. 23). Both views were not stated to be pessimistic, as it is difficult to offer definitions for such a complex and evolving area(s) of study (Albarran, 2012). Albarran (2012) states that Albarran, Picard and many other scholars agree that the study of media management and the study of media economics historically involved the application of managerial and economic concepts and theories to the media industries. He further says that in their nascent stages of development, the first scholars/researchers looked to existing theories in the domains of business and management, along with theories in general economics that would help in researching the early research on the media industries.

Media management is an interdisciplinary research area devoted to the study of how media organizations use scarce resources to meet the needs and wants of a given society. In other words, it is interested in the effective management of media outlets. Media management (in a systemic approach) stands for a set of mutually connected processes and actions which include planning, organizing, leading,

motivating, and controlling, that apply to all manifestations and levels of the media system (Nierenberg, 2016, p. 66).

According to Wirtz (2013), German scholar in media management research, the field is defined as Media and internet management covers all the goal-oriented activities of planning, organization, and control within the framework of the creation and distribution processes for information or entertainment content in media enterprises (Wirtz, 2013; as cited in Friedrichsen & Kamalipour, 2017, p. 15).

Friedrichsen and Kamalipour (2017) find that this definition signifies that the core task of media management is to build a bridge between the general theoretical disciplines of management as covering the entire value creation, innovation, and marketing processes in the media and the organizational specificities of media enterprises.

Friedrichsen and Kamalipour (2017) say that, media management is certainly a business administration discipline that analyzes operational and strategic phenomena and problems in the leadership of media enterprises. Friedrichsen and Kamalipour (2017) opine that media management includes all functional areas of management, from supply chain management, licensing, rights, and royalties' management, workflow and asset management, HRM, product life cycle management, to customer relationship management, finance, and sales and marketing management (p. 19). Albarran (2006) says that the main problem with this functionalist approach is that it is both too general and narrow at the same time. Albarran (2006) further says it is too general because managing the media, conceptually and practically, means managing a very broad range of media: big or small, global or local, public or private, profit (commercial) or non-for-profit (citizen), print (newspapers, magazines, books) or digital media (broadcasting, radio,

video, internet platforms, online services, portals, websites, search engines, social networks). On the other hand, Albarran (2006) argues that managing media is too narrow because managing the media is something very special as it is unique and entails particular competencies and skills not addressed by other industries and their management requirements. Hence, managing the media is different. This makes it more difficult.

Media Management is a young academic field that has yet to establish a universally accepted set of theoretical foundations (Kung, 2016; Mierzejewska & Hollifield, 2006). Friedrichsen and Kamalipour (2017) also confused with the field and commented that despite a notable increase in academic teaching and research activity, the field is still unclear. They argue that neither the field's definition nor its organization are well-defined and it is still essentially a rough compilation of studies conducted by scientists in different domains.

Friedrichsen and Kamalipour (2017) also argue that media management as a separate field is a relatively late arrival in terms of institutional growth. As management itself has not crossed a long history, media management is even too young (Kung, 2007) and many media organizations still do not understand it. The concept of media management emerged significantly after the commercialization of the media industry. In the past, media organizations were merely seen as public service entities controlled by the state, with little focus on profitability.

However, as the media sector evolved into a fully-fledged industry capable of generating significant revenue, the importance of effective management became evident. Media are organizations from a management perspective, but they are also important societal institutions, responsible for the cultural transmission of a nation-state's tradition and for helping to form the dominant consensus in society (Stevenson,

1995: as cited in Lucy, 2000, p. 57). McQuail (1987) has identified several characteristics particular to media organizations such as the core product of media is knowledge, the media act as channels of communication, they operate in the public sphere, and they are associated with political and the power centers of society.

The need for professional management in media organizations arose due to several factors. First, the business purpose of media shifted towards profit-making activities. Additionally, advancements in communication technologies expanded the scope of media operations, creating new avenues for business and commercial activities. The growth of media institutions, the competitive environment, and the increased understanding of management principles also contributed to the recognition of the need for effective media management.

Media management is considered a subfield of business administration (Kung, 2007). It involves identifying and addressing strategic and operational phenomena and challenges within media enterprises. The functions of management in media organizations include strategic management, procurement management, production management, organizational management, and marketing (Kung, 2007). Media management recognizes the media industry as a business and emphasizes the application of management principles to achieve the overall goals of media enterprises.

It is a discipline that combines business administration with an understanding of the unique characteristics and challenges of the media industry. Brown (2016) argues that media management has been a hybrid discipline with roots in management science on one side and media and communication theory on the other with each discipline has an intellectual and ideological heritage, particular assumptions and distinctive priorities and values.

Deuze and Steward (2011) refer to three stages of media relationships at the macro, meso and micro levels to accomplish an understanding of the management practices of media organizations and professionals. At the macro level, media production industry regulations, technology, and competition are taken into consideration. The meso level of managing media work considers the methods, culture, strategies, and policies that shape media production. The micro level is the smallest level of managing media work, on which the interactions and relationships among employees are considered.

Media Management simply refers to the management of media organizations. The same management theories and principles are applicable in media management too, but some theories need to be redefined in the context of a media organization. Some theories are fully applicable, some are partially and some theories need to be formulated separately.

Due to the different natures of media products, the field of media management is distinctive and deserves a unique set of management theories (Mierzejewska, 2010). Because of the unique characteristics of the media business, the management of media is different from the management of non-media institutions and media are not just any other business from the public interest aspect (McQuail, 2005). Media is regarded as a public entity because public concern is relatively high in media though it has been funded privately.

Management in Mass media organizations should be different than other organizations because the Mass media industry has unique characteristics such as the unpredictability of products, products are of a rapidly changing nature, it deserves more capital and it has a higher degree of public accountability (Regmee, 2006). Media business deserves more accountability and social responsibility.

Media management concept is the foundation for the management of all media organizations. It is appropriate and applicable to all forms of media organization, be it print, broadcast or other forms of media organizations.

1.3 Broadcast Media Management

Broadcast media is a mass communication medium that transmits information simultaneously to a large audience; it includes radio, television, and satellite broadcasting (McQuail, 2010). Graber (2010) explains broadcast media as a type of mass media that delivers content to a large audience through electronic signals. Marshall McLuhan, a Canadian communication theorist known for his theory of media and communication, considers broadcasting as a medium that extends our senses and centralizes information. He coined the phrase "the medium is the message," suggesting that the characteristics of the broadcasting medium itself influence how messages are perceived.

Albarran (2010) comprehends electronic media as television viewing, radio listening, and internet surfing which, in his words, are dominant leisure activities of households. Albarran (2010) refers to broadband, wireless, and terrestrial as distribution platforms of broadcast media through which audiences can access information and entertainment content and identifies TV and Radio receivers, laptops, cell phones, the Apple iTouch, Blackberries, and Personal Digital Assistance (PDA) devices as consumer technologies.

Radio and Television have, respectively, ninety and sixty-plus years of history as mass media, and both grew out of pre-existing technologies such as telephone, telegraph, moving and still photography, and sound recording (McQuail, 2010). Management in electronic media involves several individuals coordinating many different possibilities on any given day (Albarran, 2010). Management is defined as a

process by which individuals work with and through other people to accomplish organizational objectives while management in electronic media focuses on the radio, television, cable/satellite, and telecommunications (telephone) industries, as well as their internet sites and other digital platforms (Albarran, 2012).

1.4 Context of the Study

The broadcast media history of Nepal has crossed seven decades since the establishment of Radio Nepal in 1951. Radio Nepal remained the only broadcast media in Nepal for almost three decades before the establishment of Nepal Television in January 1985. As a radio broadcaster, it continued to become the sole radio broadcasting station for about four decades before the emergence of FM radio stations in 1995 with the establishment of the first FM Radio *FM Kathmandu* at Singh Durbar premises of Radio Nepal. According to the 48th Press Council Report, there are now 1186 Radio stations in the country. These radio stations include Radio Nepal, Community Radios, and Commercial Radios.

Besides, there are 243 Television stations in the country including Nepal Television, the state-owned television, and other private sector commercial televisions including Terrestrials, Satellite, and Internet TV (48th Press Council Report, 2023, p. 148). However, the Department of Information and Broadcasting provides slightly different figure as there are 931 radios and 186 televisions operational in the country in its latest record so far as of 2021.

Broadcast media organizations in the country are varied based on various factors such as nature, objectives, ownership, size and coverage, and technology. The nature includes whether it is radio or television; objectives include profit-oriented or not-for-profit oriented; ownerships include government, private and community; size and coverage includes local, regional, national, and international; and the technology

includes Frequency Modulation (FM), Amplitude Modulation (AM), Digital Broadcasting for radio and Terrestrial, Cable or Satellite for Television.

Hence, this study specifically focuses on the management of broadcast media organizations, and its broader scope covers the varied attributes that determine management practices in Nepali broadcast media. On the other hand, management in media institutions may not be the same as the management in non-media organizations due to various factors such as the complexity of managing media firms (Lowe & Brown, 2016, p.6), the creative nature of the industry (Picard, 2006), distinct nature of media firms and media product (Albarran, 2010). These attributes are also explored in the study.

In assessing the management practice of broadcast media organizations as one of the major objectives of the study, there are generally two perspectives prevail: the application of general management or organizational study approach to the media organizations and, the application of media industry-specific or media management approach. Scholars have agreed that both management approaches are essential for media organizations. They argue that the field of media management is yet to be developed fully to be capable of addressing all management concerns of media organizations through its own knowledge and theoretical base as scholars, including Kung (2016), accept media management as a young field.

Therefore, application of general management knowledge in media organizations is inevitable. On the other hand, media management or media-specific management approach to media organization is obviously essential because media organizations are different organizations than other organizations. Media organizations have more multifaceted functions and challenges than other organizations so it deserves more than general management. Pringle and Starr (2006)

state broadcast station engages in many functions that it is an advertising medium, an entertainment medium, an information medium, and a service medium and it discharges those functions in a way that satisfies advertisers, audiences, and employees as an additional challenge

The emergence of media management as a concept in Nepal can be attributed to the restoration of democracy in 1990. Specifically, following the promulgation of a press-friendly constitution in 1991, there was a significant proliferation of media institutions and an influx of private-sector investments in the media industry (Bista, 2015). Additionally, the paradigm shift of the Nepali media sector from partisan journalism to commercialization (Aryal, 2016) compelled media organizations to apply business and management approaches to their media organizations.

This transition further highlighted the need for effective management practices to ensure the smooth operation of media organizations in a commercialized environment. Despite the realization of the need for effective management practices in media organizations, many media institutions still face various managerial challenges and struggle to operate systematically (Dhungel, 2012). He argues the process of institutionalization of the media sector is still ongoing, and there is a need for further development and professionalization of management practices.

One of the contributing factors to such a slow development of the management field in the media sector is felt the lack of substantive studies in this area. A dearth of comprehensive research and understanding of media management in the Nepali context may hinder the implementation of effective management practices. Conducting studies, like this, explores the status of management practices in Nepali broadcast media organizations, which is crucial for identifying challenges, proposing

solutions, and promoting the growth of the management field within the broadcast media sector.

This study aims to address the gap in research regarding the management practices in Nepali broadcast media organizations. Although media management has been mentioned in some scholarly articles, there has been limited focus on the management practices specific to broadcast media. Given the limited attention paid to this area in media research in Nepal, this study serves as a foundational step in exploring broadcast media management.

By examining the perceptions of broadcast media managers on the concept and nature of media management, analyzing the status of management practices and professionalism in broadcast media organizations, this research contributes to filling the knowledge gap in this area. Exploring the problems and challenges faced by Nepali broadcast media organizations, the study also provides recommendations and suggestions for improvement being based on the research findings.

1.5 Statement of the Problem

The management of media organizations has increasingly aligned with business principles, particularly following the emergence of media economics in the 1970s (Albarran, 2012), which recognized media organizations as commercial enterprises. However, broadcast media, including radio and television, hold a unique position due to their significant social responsibility and public service obligations, distinguishing them from conventional business entities.

Despite the growing body of research on media economics and media management globally, there remains a substantial gap in the literature regarding the understanding of media management among Nepali broadcast media managers. Specifically, there is a lack of scholarly exploration into their knowledge of the

distinct characteristics of the media industry and the unique nature of information products. This study seeks to address this knowledge gap by examining the level of managerial understanding within the Nepali broadcast media sector. Khanal (2006) focuses on the impact of radio programs on rural communities in Nepal, particularly in the Nuwakot District. His study has demonstrated that radio broadcasts, especially those related to agriculture, play a significant role in enhancing farmers' knowledge, attitudes, and practices, leading to increased productivity and improved quality of life but does not focus on the management part. Upreti (2012) examines the evolution of television broadcasting in Nepal, analyzing its role in the country's development and the various debates surrounding its impact on society but did not discuss on the management side.

Acharya (2019) examines the impact of community radio on rural development, focusing on how content produced and broadcasted by these stations contributes to various aspects of rural life but did not reveal the management side of community radio. This research will fill this gap by focusing on the management part of broadcast media organizations for the first time in such a comprehensive manner.

While some studies have touched on specific aspects of management in particular television and FM radio stations, there is a lack of holistic and in-depth research on the overall management practices of broadcast media in Nepal. One notable publication, "*Radio Nepal Ko Samajik Itihas*" [Social History of Radio Nepal, 2004] by Martin Chautari, includes an article by Krishna Adhikari titled *Radio Nepal ko Sansthaगत Bikaskram* [Radio Nepal's Institutional developments] that explores the institutional development of Radio Nepal from 1951 to 2004, with a focus on human resources. However, comprehensive research on broadcast media management is still lacking in the academic arena. Some broadcast media managers, media

management scholars, media management scholars and intellects opine that broadcast media organizations even do not practice contemporary general management practices properly. They further argue that Nepali Radio and Television stations don not sufficiently involve in planning, leading, organizing and controlling for which they are lagging behind professional management practices.

This study will fulfill this practical knowledge gap by revealing management practices of Nepali radio and television stations. Overall, this research was conducted to address the primary gaps identified in the literature review, such as the lack of exploration into the perceptions of broadcast media managers and stakeholders on the nature and uniqueness of media management.

It also responds to the absence of comprehensive studies on the management of government, community, and private radio and television stations, as well as the lack of research specifically focused on the applied field of management in broadcast media. Furthermore, this research fulfills such gap that no prior research has examined the professionalism in management practices of Nepali radio and television stations.

1.6 Research Questions

The research aims to address the following research questions:

- a) What is the understanding of broadcast media managers on the concept of media management and it's distinct nature ?
- b) How do broadcast media managers implement management practices within their organizations?
- c) Why is professionalism essential in the management practice in Nepali broadcast media?

By exploring these research questions, the study aims to gain insights into the current state of media management in Nepali broadcast media, the perspectives of broadcast media managers on media management and its unique nature and the management practices they employed in their organizations.

1.7 Objectives of the Study

The research objectives for this study are as follows:

- a) To assess broadcast media managers' understanding on media management and its distinct nature.
- b) To explore the status of management practices employed by Nepali broadcast media organization.
- c) To examine the professionalism of the management practices in Nepali broadcast media

By achieving these objectives, the study aims to contribute to a better understanding of management in Nepali broadcast media and provide insights that can be used to enhance professionalism and effectiveness in the management practice of broadcast media organizations.

1.8 Significance of the Study

The significance of this study is twofold. Firstly, it will contribute to the academic domain of both media and management. By examining the management practices of broadcast media from the perspectives of broadcast media managers, media scholars, and intellectuals, the study will provide valuable insights and contribute to the understanding of media management as an academic discipline. While the study primarily focuses on broadcast media management, its findings can also be applied to the management of other types of media organizations.

This research will stimulate discussions and highlight the importance of effective management in media organizations, benefiting both the professional and academic realms. Secondly, the study holds practical significance for the professional field of media management. By exploring the perceptions and understandings of broadcast media managers, the research will shed light on the current state of management practices in Nepali broadcast media.

This research will explore the strategic management in Nepali broadcast media organizations by identifying the strengths, weaknesses, opportunities, and challenges and providing recommendations for improvement. These findings and recommendations will serve as valuable resources for media organizations, managers, regulatory bodies, and other stakeholders in enhancing their management practices. By implementing the suggested improvements, broadcast media institutions can achieve higher levels of operational efficiency, professionalism, and effectiveness.

Overall, this study's significance lies in its potential to enrich both the academic and professional aspects of media management. It will contribute to the academic understanding of media management as a discipline while providing practical insights and recommendations for improving management practices in Nepali broadcast media.

Indeed, the research will contribute new knowledge and insights into various aspects of broadcast media management, including human resource management, technology utilization, resource mobilization, and the broader functions of planning, leading, organizing, and controlling. By examining these aspects in the context of broadcast media organizations, the study has the potential to redefine management approaches, theories, and principles specifically tailored to the unique challenges and dynamics of the media industry. This research will be valuable not only for media

students, researchers, and scholars but also for management students and scholars, as it expands the understanding of management practices within a specific industry.

The study's significance also lies in its potential to address managerial problems faced by media organizations, particularly in the broadcast media sector. By identifying and analyzing the challenges and problems of broadcast management, the research provides practical remedies in the form of suggestions and recommendations. These recommendations will assist media organizations in improving their management practices and addressing issues related to human resources, technology integration, resource allocation, and overall operational efficiency.

Consequently, well-managed media organizations will be able to better serve their audiences, advertisers, media owners, investors, and government regulatory bodies. Moreover, the study acknowledges the economic impact of a well-functioning media sector, as it generates significant revenue and contributes to the overall economy of the country.

Overall, this research holds great importance and interest in addressing managerial problems within the media industry, particularly in broadcast media organizations. By offering remedies and recommendations, it aims to enhance the management practices of Nepali broadcast media and contribute to the development of the sector as a whole, benefiting various stakeholders and the country's economy at large.

1.9 Delimitations of the Research

The research area of this study encompasses the intersection of mass media and management, specifically focusing on the management practices in Nepali broadcast media organizations. The study explores media theories, management theories, and media management theories to gain a comprehensive understanding of

the subject matter. It draws insights from broadcast media managers, media scholars, and media intellectuals.

However, it is important to acknowledge the limitations of the study, which include:

- 1. Methodological limitations:** The study adopts a mixed-method approach with qualitative and quantitative methods. The qualitative data collection includes in-depth interviews and open-ended questions in the questionnaire survey, while the quantitative data is obtained through an objective questionnaire survey.
- 2. Reliance on respondent opinions:** While efforts have been made to verify and cross-check the information received from respondents, the study relies primarily on the opinions provided by the participants without further tools for verification or validation.
- 3. Limitations of virtual data collection:** Due to the virtual nature of the questionnaire survey conducted through Google Forms, it was not possible to observe the facial expressions and body language of respondents, which could have provided additional cues regarding the confidence and reliability of their opinions.
- 4. Limited scope:** The study focuses specifically on radio and television media, excluding other forms of broadcast media such as online streaming platforms or podcasts.
- 5. Selective observations:** The study includes observations of only a few broadcast media organizations based in Kathmandu, namely Radio Nepal, Radio Sagarmatha, and Ujyalo Network, representing government, community and private radio stations from Radio media category and, Nepal Television, Environment Television (ETV) and, AP1 Television representing government,

community and private television stations from television media category. This may not represent the entire landscape of broadcast media in Nepal.

- 6. Small sample size:** The study includes a relatively small sample size, with 100 participants in the questionnaire survey and 10 interviewees for in-depth interviews. While efforts have been made to select participants from various broadcast media organizations, the sample size may limit the generalizability of the findings.

It is important to consider these limitations while interpreting the results of the study and to acknowledge that further research with a larger and more diverse sample size would be beneficial to gain a comprehensive understanding of management practices in Nepali broadcast media.

1.10 Operational Definitions

Media: Media refers to the mass media of all forms such as print, broadcast or electronic, online, and convergence media.

Broadcast Media: Although broadcast media refers to all forms of audio-visual electronic media, this study refers only to Radio and Television media of different forms in terms of ownership, size, purpose, technology, and coverage. There are public or government, private or commercial and community broadcast media under ownership pattern. As per the size, there are national and local media. As per the purpose, there are profit-making and not-for-profit broadcast media. In terms of technology, there are AM and FM technology in radio and terrestrial and satellite in Television.

Management: Management refers to doing things systematically. Managing refers to planning, leading, organizing, and controlling. Management refers to exploiting minimum resources to get maximum outputs and increasing productivity.

Media Management: Media Management refers to the overall management of media institutions including print, broadcast, online, and convergence media.

Broadcast Media Management: Broadcast Media Management refers to the overall management of Radio and Television organizations.

The indicators to examine the status of management in broadcast media organization:

There are some indicators that determine the status of the management practices in broadcast media organizations which are; whether broadcast media managers have adequate knowledge of management and media management or not, whether broadcast media managers have media and management education background or not, they have relevant trainings or not, they understand the distinctness of management practice in media or not.

Likewise, they plan for the activities or not, they get their employees involve in decision making or not, news and program departments are free to mobilize resources or not, the practice of editorial meeting is prevalent or not in their broadcast media, there are sufficient use of technology and computers or not, they listen to employees' unions or not, how is the practice of allocation of task , employees are free to choose their tasks or not.

Similarly, other indicators include that how is the practice of human resource management including employee recruitment, how is the practice of monitoring and evaluation, whether they focus more on attendance or final outputs of employees, there is time-bound 10 to 5 work settings or the flexibility to complete the task no matter from office or at home, how is the status of the delegation of authority and responsibility, who is the final authority for content creation and finalization among others, how important the creativity is in broadcast media organizations and among

others including the analysis of strength, weaknesses, opportunity and threats of broadcast media.

Professionalism in management practices: Professionalism is viewed in the backdrop of the practice of planning, organizing, leading, and controlling. It is viewed as the delegation of authority to news and program departments to resource mobilization, decision making, work environment, Availability of written rules and regulations, financial performance, adaptation of recent tools and techniques of management, use of computers and digital technology in works.

The management approach of Nepali broadcast media: the management approach of broadcast media refers to scientific, general administrative, bureaucratic, human relations, system approach, and contingency approach by Nepal broadcast media organization. These terms are defined in detail in the literature review section.

1.11 Organization of the Study

The structure of the dissertation comprises various chapters. Introduction chapter provides an introduction to the study and its significance, discusses the relevance of management in broadcast media , outlines the contribution and delimitations of the study. Literature Review chapter comprises literature related to the context of the World and Nepal, introduces the concept of media management and its unique nature, reviews different theories of media management. Besides, it presents the theoretical framework of the study, provides an overview of the evolution of media management in Nepal, previous research on media management , redefines management concepts and terminologies in the context of the media industry.

Methodology chapter includes introduction to the research philosophy, design, and methods, the rationale behind the selection of mixed method research design, discusses the research methodology employed in the study, describes the mixed-

method approach comprising qualitative and quantitative methods and outlines the tools used for data collection.

Chapter IV analyzes broadcast media managers' knowledge of the concept and nature of media management, while Chapter V deals with the management practices in Nepali Radio and Television stations exploring the status of planning, resource mobilization, decision-making, and participation in decision-making, ownership, human resources management and financial management

Chapter VI reveals the status of professionalism in the management practices in broadcast media exploring the practice of editorial meeting, methods of planning, the presence of written rules and regulations, the status of the use of computers, method of employment, importance to Monitoring and Evaluation , priority to attendance or outcomes and authority of content creation. This chapter also includes the analysis of in-depth interviews on various themes related to the professionalism of management practices in radio and television stations. This chapter also includes the status of human resources and financial management of 6 radio and television stations observed in the study.

Finally, Chapter VII presents major Findings, Conclusions , Areas of Future Research and Policy Implication.

CHAPTER II

LITERATURE REVIEW

2.1 Introduction

The research has been predominantly focused on broadcast media management in the context of Nepal. However, the wide-ranging area unfolding in the overall media industry in the national and global arena has profoundly been the subject of this literature review. The literature review comprises the review of various fields and sub-fields of media study, management study, media management study, and broadcast media management study following the thematic review.

The themes are divided under two broad categories i.e. general management and media-specific management. The themes related to general management categories include defining management, theories of management i.e. process theories of management, classical theories of management, human relation theories of management and modern theories of management.

The themes under media-specific management include the development of media management and economics, complexity and uniqueness of media management, distinct nature of media industry and its products, broadcast industry and its products, options for funding and broadcasting, redefining the fundamentals of management in the media industry context, media management theories and structure of broadcast media organizations.

Other themes are, the early practice of media management in Nepal including print and broadcast, media management in Nepal and previous research on media management in Nepal, review of law and policies related to media management. The literature review is structured under theoretical and empirical review. The theoretical

review is done under the international context and empirical review has been done under Nepali context.

As the objectives of this research stand in assessing broadcast media managers' knowledge and understanding of the concept and nature of media management, exploring the status of management practices, and examining the professional standards of the management practices in Nepali radio and television stations, the literature review will review books, periodicals, scholarly articles, reports, policies, and other intellectual materials in both theoretical and applied base related to these areas.

The literature associated with the concept of media management, the evolution of the field of media management, the research undertakings in the field of media management, the distinct nature of the media industry, and media management will be reviewed against the backdrop of one of the objectives of the study; to assess broadcast media managers' understanding of the concept and nature of media management. Correspondingly, the literature linked with the practical approach of media management will be reviewed against the backdrop of the second objective of the study; to explore the status of management practices in radio and television organizations in Nepal.

Additionally, the regulatory provisions including various policies, acts, regulations, and reports will also be reviewed. This research will observe the broadcast media management of the country from two broad theoretical approaches as mentioned in earlier chapters which are; i) Media industry-specific approach which focuses on the special nature of the media industry and information products that make the management in media organizations, special, distinct and complex and, ii) General management or organizational studies approach. The literature review is

broadly categorized under two sub-headings: literature related to the context of Nepal, and ii) Literature related to the international context

2.2 Literature Related to International Context

In this section, the literature related to media management and associated areas in the international context will be reviewed. More precisely, the areas related to the academic and professional development of the media management field, the distinct nature of the media industry and information product, the uniqueness and complexity of managing media organizations, and professional practices in the management of media organizations will be reviewed.

Additionally, the status of the research in media management and media economics, and the various theories that guide media management research will also be reviewed from both general management and media industry-specific approaches. This section also includes theoretical review of media management and management theories.

Media Management is an interdisciplinary field of study devoted to how media organizations mobilize scarce resources to achieve their organizational goals and fulfill the information needs and wants of the given society. Media Management encompasses all the goal-oriented activities of planning, organization, and control within the framework of the creation and distribution of information or entertainment content in media enterprises (Wirtz 2000c, p.12 as cited in Wirtz, 2020).

Media management is interested in the effective management of media organizations. Academically, it is the intersection of two different social sciences: communication and business. Media management and media economics are interrelated. The early contributors to the development of the media management field are business and industry professionals Muñoz (2016). Muñoz (2016) mentions the

first published contribution since the 1930s to the business of the media was not from academics but by industry professionals. Media management is today an established field in Europe and America, with contributions by academics coming from both communication and business schools Muñoz (2016). Muñoz (2016) believes that it was only after the 1960s that scholars started specializing in media management mingling the research on both the business and economic aspects of the media and it is only since the 1990s that media management has reached maturity in academic terms Muñoz (2016).

Albarran (2012) also admits the period from 1950 to 1975 as the first era of media economic research. The research published between 1950 and 1975 tended to be disparate and addressed the topics of interest to the researchers and most of the research originated in North America or Europe (Albarran, 2024, p. 5). Albarran (2012) says that studies related to ownership were also common to this first period of study, as well as examinations of how regulatory policy affected the economics of the media. Studies on advertising and consumer spending on the media illustrated the unique dual-product market identified with media economics research.

Muñoz (2016) identifies some of the factors that shaped the discipline such as the rise of undergraduate and postgraduate courses, academic associations, international conferences, specialized journals, and research centers. He refers International Journal for Media Management and Economics, the Journal of Media Business Studies, and the Journal of Media Economics are noted journals that contributed to the development of the field by publishing literature in these areas. Doyle (2016) mentions that the growth of this subject area has been fuelled by many factors including increased recognition within mainstream media studies of the relevance and value of the analytical tools provided by business, management, and

economics as disciplines. He further states that more academic research and an expansion of teaching in the area of media management also reflect the demands of industry and policymakers who share a burgeoning need for a better understanding of the many complex forces that bear upon an ever-changing media landscape.

In line with the opinion of Muñoz (2016), Albarran mentions that early researchers in the media industries first looked to the existing theories in the domains of business and management, along with theories in general economics. Albarran (2012) mentions that he has used general management schools such as classical, behavioral, and modern approaches and theoretical, applied, and critical domains in the research of media management and media economics in his several editions.

Albarran (2012) pointed out the interdependent nature of media management and economics as one of the challenging factors in defining media management and media economics that management is responsible to earn profits for owners and shareholders but ability to earn profits is dependent on many factors, such as the number of competitors in a market, the state of the economy, unemployment, inflation including others.

Albarran (2012) also presented an overview of the initial 75-year history of the research on media management and economics. Albarran contends that the research centered on the managerial and economic aspects of the media industries has a rich, diverse, and interdependent history, though it is hard to say exactly the earliest investigation began by scholars. He traces the earliest published work that appeared since the 1940s. In assessing the development of the fields of media management and media economics, he has presented a framework including the publication of leading books, predominant theories that have guided the field during its 75 years of existence, and some of the key milestones that have made up the Media Management

and Economics (MME) field in a decade by decade look at the evolution of media management and economics research. Albarran (2012) has also presented some of the key publications for the development of media management and economics. Albarran (2012) also categorizes the publications as industry-based books, textbooks, and research investigations in which he mentions the first book of media management *Radio Station Management* (1948) by Carl Nelson and Harry L. Porter, devoted to radio management which is designed for industry practitioners' use. The key themes of the books are organizational structure and operation, programming, advertising and revenue management, community involvement and public service and technical management.

Picard (1998) defines media economics as the study of how media industries allocate resources to create information and entertainment content to meet the needs of audiences, advertisers, and other societal institutions. Albarran (2012) states that chapters in edited volumes, anthologies and scholarly journals that consider media economic topics, as well as texts devoted solely to the field of media economics did not appear until the late 1980s, and then a large number of books were published in the 1990s and 2000s. He considers the first book published in media economics is Harold L. Vogel's *Entertainment Industry Economics* (1986), covering all of the entertainment industries.

However, according to Nierenberg (2016), the earliest comprehensive textbook analyzing the media industry from an economic standpoint was authored by Nadine Toussaint Desmoulins in France in 1978. He also notes that Alfons Nieto Tamarago had addressed economic issues in the media slightly earlier, publishing in Spanish journals in 1973. During the 1970s, both European and American contributions to media economics remained relatively limited. Toward the end of that

decade, Benjamin Compaine began to explore the economic dimensions of book distribution and media freedom in the U.S., with significant publications in 1978 and 1979. Albarran (2012) identifies key milestones in the evolution of media management and media economics. He notes that the 1940s marked the publication of the earliest books on media management. In the 1950s, television emerged as a mass medium, accompanied by the beginning of research on newspaper management. The 1960s saw the advent of satellites, enabling global communication.

During the 1970s, the expansion of cable and satellite television led to shifts in research focus. The 1980s witnessed the rise of the Internet as a mass medium, the introduction of the first academic journals dedicated to media economics and management, and the inclusion of media management concentrations in college curricula. Although Albarran (2012) highlights the 75-year history of Media Management and Economics by 2015, some scholars still consider it a young field. Lowe (2016) describes it as an emerging academic specialization, emphasizing the need for clearer definitions to advance theory and practice. Comparing this to Hirsch and Levin's (1999) four-stage model of field development such as emerging excitement, validity challenge, typological refinement, and construct collapse, Lowe (2016) suggests that media management remains in the first stage, with the second underway and overlapping with the third.

As Picard (2008) noted that media management courses in universities began in the mid-twentieth century, but when one reviews those courses and the literature of media management studies through most of the past 50 years, one finds that it included media but very little management. However, the situation changed at the turn of the 21st century as media management was recognized as having vital importance as a specialization in its own right (Lowe, 2016). He further states, however, that the

field, to date, has a tangled if largely fruitful relationship with the older field of media economics, which began in the latter 1970s and early 1980s and most of the innovators involved in launching media management studies are internationally recognized media economists e.g. Robert G. Picard, Alfonso Nieto, Karl Erik Gustafson, Alan Albarran and Steven Wildman (Lowe, 2016). Media management is a young discipline in contrast to the closely allied field of media economics which emerged in the 1970s (Kung, 2007).

Thomas (2009) also supports this view, noting that media management and economics is a relatively young subfield within mass communication. He explains that it remains a niche area, studied by a relatively small number of scholars compared to the broader fields of mass communication or organizational studies. Despite this, the subfield has made significant strides in developing theoretical frameworks across several domains.

The development of the media management field especially took momentum after the emergence of media economics, as a subfield of economics, which began to understand media firms as economic and business entities. Picard (2006) argues that it was after the 1970s that an increasing number of economics and business scholars began exploring media as the result of technical and policy changes leading to the development of cable televisions and it is only after the 1980s that communication scholars themselves began to pay attention to the significance of economic and financial forces to media.

Picard (2006) states that media firms need to be operated as business entities, be it commercial or noncommercial operation, because, they have to face a variety of economic and financial forces. He justifies the business nature of media firms as companies should raise capital, create facilities, employ personnel, create media

products and services, and sell these products and services in the market. (p. 13). Media Management consists of the ability to supervise and motivate employees and the ability to operate facilities and resources in a cost-effective manner (Kung, 2007).

The newspaper industry, despite its 300-year history, was initially seen more as a public institution than a business. Williams (1978) highlighted its role in educating, promoting, and protecting freedom while emphasizing the need for strong organization and management. He argued that the era of individual media owners had passed, giving way to corporate media, where business concerns often outweigh journalistic integrity. Newsrooms must balance journalistic values with business demands, creating tension between public service and profitability.

As corporate media grew, owners began hiring managers to handle operations, sparking debate on whether they should come from journalism or business backgrounds. Williams (1978) questioned how journalists could conform to market-driven management, while Underwood (1995) argued that executives with management expertise treat readership as a market and news as a product.

Picard (2011) has agreed that managing media organizations is special, distinct, and more complex than managing other organizations due to the distinct nature and characteristics of media products and the media industry as a whole. The study of broadcast media management in this research has been guided by two basic approaches: the general management approach and the media industry-specific management approach.

The general management approach in media believes that managing media is the same as managing other organizations because media organizations are also business entities and they have to follow all business principles and procedures. On the other hand, media industry-specific management believes that the media industry and

media products are different by nature, thus need to be managed differently. To understand media industries, one must understand what drives media companies, how their markets work, and the pressures that lead executives to make choices about the ways their companies will be structured, the activities they will undertake, and the performance they will require (Picard, 2011).

Picard (2011) argues that the different nature of media products, the changing media environment, media firms as economic and business entities despite their public service nature, market, financial, and operational characteristics of media, differences in media types and environments are the factors that make media management exceptional than the management in other organizations. Picard (2011) states the complexity of media products by categorizing them into single-creation products and continuous-creation products.

The economic characteristic of information and entertainment products is widely considered a key factor that drives media companies. Ann Hollifield (2004) identifies the characteristics of information and entertainment products as public goods in that they can be consumed by one user without diminishing the quantity of the product available to others, information products also have a high production-to-reproduction cost ratio that they are expensive to produce but relatively inexpensive to reproduce for mass distribution, media production is characterized by high levels of uncertainty and risk, information products, in particular, are highly instrumental that their value to society is much greater than their market value and can never fully be measured.

Picard (2011) argues that media industries differ from others because their products stem from creative work involving information, ideas, and artistic expression, benefiting from copyrights not granted to other industries. Media firms

also face less direct competition, rely on noneconomic criteria like public service and artistic intuition, and attract content creators driven by expression rather than compensation. On the demand side, media products have unpredictable success, multiple reuses, an oversupply of content, and unique consumption patterns due to their dual-product nature. Picard (2011) emphasizes that media value extends beyond economics, encompassing social, cultural, and political benefits while still subject to financial pressures. Nierenberg (2016) highlights five key characteristics distinguishing media: (1) perishable products, (2) highly creative workers, (3) distinct organizational structures, (4) significant social impact, and (5) blurred distinctions among traditional media.

Lowe (2016) highlights key aspects that make media management unique, including the nature of media products, the professionals involved, and their broad economic, cultural, social, political, and technological impact. He argues that media companies go beyond financial enterprises, carrying significant social responsibilities. Due to its complexity, the media industry requires distinct management approaches. Doyle (2016) echoes Picard's (1998) view on the two-sided market and dual-product nature of media firms.

The ideal educational background for media managers remains debated whether in media studies, management, or both. Herrick (2005), citing Underwood (1993), argues that management professionals fit newsroom leadership, as newspaper executives increasingly treat readership as a market and news as a product. The media industry is unique on a number of counts (Doyle, 2016).

One characteristic that distinguishes it from other areas is that media firms often operate in 'two-sided' markets (Rochet & Tirole, 2003). According to Doyle (2016), media markets operate as two-sided platforms because media companies often

produce two different types of products aimed at separate audiences. On one side, they create content such as television programs or news articles, usually organized into a bundled format like a magazine or newspaper. On the other side, they package and sell audience attention, which is regularly marketed to advertisers .

Another distinct attribute of media products is that their messages can be enjoyed by audiences without being depleted in the consumption process and the act of consumption by one individual does not reduce its supply to others (Withers, 2006). Broadcast material and other content outputs exhibit the peculiarity that they can be supplied over and over again at zero or quite marginal cost. If one person watches a television broadcast or listens to a song, it does not diminish anyone else's opportunity to view or listen. In this respect, media seems to defy one of the very basic premises on which the laws of economics are based—scarcity (Doyle, 2016).

Doyle (2016) argues that once the first copy of a product is created, for instance, news and videos, it can be reproduced and supplied to additional customers at little or no cost. Another feature Doyle (2016) points out is the reformatting or altering of the scope of a product intended for one audience into a 'new' one that extends consumption of it releases savings for the firm and therefore generates economies of scope. (p. 176).

Media management is not just like any other management. Some specificities of media business make its management different from any other management. Mierzejewska (2010) notes that the field of media management is distinctive in many ways as media organizations produce information products rather than tangible products and the economic characteristics of information products differ from those of other types of tangible products. He further highlights that the demand, production, distribution, and even consumption are different between media products and other

non-media products. He argues that media product has extremely high social values than non-media products. These features distinguish the field of media management from the field of organizational studies. On the other hand, Thomas (2009) says there are media of different natures that some are public service while others are commercial but, what is the uniqueness of the media business is— it has to serve the public interest even if it is commercial. He says that if you're a commercial broadcaster, the obvious answer is to earn money for your shareholders. But it's not as simple as that. Even if you're commercially funded, you may well have public service obligations written into the terms of your broadcasting license. And, even if you're state-funded, you may have to supplement your income from public money by raising commercial revenue from advertising or other sources.

It is necessary to understand that the management of media organizations is different than the management of other organizations. Thomas (2009) further discusses that the Management of media organizations is something of a special case because it involves the management of creativity and the involvement in the production of media programmers is not like running a mass-production factory. He mentions that there are differences in exercising management in media institutions.

The management and leadership styles of broadcast media organizations may differ from others. Thomas (2009) further clarifies that there are various management styles such as tyrant which is called the fear and loathing style of management, autocratic, participatory and democratic, free-reign, and many more.

The management differs as per the nature of media enterprises. Thomas (2009) believes media enterprises operate in three different markets. They sell their services in the form of content like information and entertainment, as well as in the form of advertising space. These services are offered for different business markets. The

content is offered to the consumer markets which differ depending on the type of media and the way it is used by consumers. The advertising spaces are traded on advertisement markets. The third market is the procurement market.

They are needed as media enterprises generally do not produce all their offered content themselves but buy service packages of both, information and entertainment, from procurement markets. For example, authors' and artists' contracts or license and copyright deals can be acquired. But procurement markets can turn to business markets if, for example, complete rights to an event are purchased and then resold by a media enterprise in the form of secondary utilization rights.

Thomas (2009) emphasizes different competencies that are needed in media enterprises such as technical skills, human skills, conceptual skills, financial skills, and marketing skills. Thomas (2009) further explains core competency of media enterprises as exceptional editorial ability or cross-media marketing competence. There are six subgroups of core competencies of Media Enterprises: content-sourcing competence, content-creation competence, product development competence, promotion competence, cross-media utilization competence, and technical competence.

The study of media management is influenced by the business model of Management (Kung, 2007). It is also based on the organizational study. But it should also be understood that the field of media management is more distinctive than the management of other businesses. Although most of the theories and conceptual frameworks from which media management research draws are based on organizational studies, the field of media management is distinctive in several ways. First, media organizations produce information products rather than tangible products, and the underlying economic characteristics of information products differ from those

of other types of tangible goods in critical ways. These fundamental economic characteristics are related to crucial differences in demand, production, market, and distribution conditions, creating a very different management environment than what is found in many other industries. Most importantly, media products have extremely high social externality value because of the central role information and media content play in economic, political, and social processes (Thomas, 2009). Thomas (2009) states that it is because media are one of the critical infrastructure industries in society, that media management practices have implications far beyond the purely economic concerns of corporate investors.

Thus, while media management research shares with organizational studies a concern with financial outcomes, the field extends its focus to include the study of the effects of organizational management on media content and society. Thomas (2009) argues that these features distinguish the field of media management from the field of organizational studies. Lucy Kung-Shankleman (2000) highlights that broadcasting industries differ due to their unique economic characteristics. Like book publishing, music, and film, broadcasting belongs to the cultural industries, producing consumer goods with distinct features such as immateriality, novelty, labor intensity, and economies of scale.

He further adds that broadcasting products derive value from symbolic meaning and require constant innovation, leading to competition based on content rather than price. These labor-intensive products rely on knowledge workers who demand autonomy. Broadcasting products are also public goods, meaning consumption is non-competitive, and additional distribution costs are minimal (Samuelson, 1954; Kung-Shankleman, 2000). McQuail (1987) further defines media as producers of knowledge, distributing information, ideas, and culture. He argues

that Media organizations' primary task is the production, reproduction, and distribution of 'knowledge' in the form of information, ideas, and cultural products. Thus media product is a knowledge product.

As the management in media organizations is different, the challenges they face are also unique. Managing change from frequent policy shifts and technological innovation is the common challenge of broadcast media management like other managements whereas balancing between the private interest of owners and the public interest of listeners is a kind of unique challenge that broadcast media face (Pringle & Starr, 2006).

Broadcast stations engage in many functions as an advertisement medium, information medium, and service medium and to discharge these functions in a way that satisfies advertisers, audiences and employees is an additional challenge. Nevertheless, the level, roles, and functions of managers are the same whether in media organizations or non-media organizations regardless of the title of managers. Lower-level managers, such as local radio station sales managers, oversee daily operations and report to higher management. Middle managers, including department heads in sales, programming, news, marketing, production, engineering, and business, execute company objectives. Top managers, like general managers of broadcast stations, coordinate activities and set the overall direction to achieve company goals (Pringle & Starr, 2006, p. 13)

Theoretical Review

This research has primarily focused on the study of the management practices in radio and television stations in Nepal. Additionally, the research has also explored the understanding of Nepali broadcast media managers on the concept and nature of media management and examined the professionalism in practicing the management.

As this research itself is a unique blend of media and management, in which the former represents media study and the latter represents management study, the theoretical review is also drawn from both of these fields.

Fundamentally, two schools of thought have prevailed regarding the management of media organizations. One school of thought recognizes media organizations as business organizations that, are involved in the production, selling, and distribution of media products for consumption. This perspective argues that media organizations should follow all business principles to generate revenue for its operation; therefore, they need to be managed like other business organizations. Another school of thought recognizes media organizations as a special, distinct, and complex organizations that deserve to be managed differently.

Thus, the first school of thought tends to study management in media organization from the general management or organizational study perspective, whereas the second school of thought tends to study management from the media industry-specific perspective. Scholars have also suggested viewing the management of media organizations from both perspectives. Lowe and Browns (2016) suggest the applicability of both schools of thought by arguing that management is management, no matter where it is practiced and the basic concerns and application of managerial work are the same across industries.

The study of management practices in media or broadcast media organizations cannot be impeccable from one perspective either a general management perspective or a media industry-specific perspective. Kung (2007) argues that the goal of studying media management must be to build a bridge between the general discipline of management and the specificities of the media industry and media organizations. This research, therefore, has also attempted to explore the management practices of radio

and television stations in Nepal from both perspectives of general management and media management.

Scholars have agreed that media management is a young discipline (Kung, 2016; Lowe, 2016; Albarran, 2012; Picard, 2008), which is yet to be fully developed with adequate theories and knowledge to resolve all managerial problems of media organizations on its own, it is compelled to apply general management theories into media organizations. Robert G. Picard (2008) also accepts the grafting of media studies onto management studies roots but also points out the challenges of grafting to the roots of management studies is that much of the origins of management theory and research were based on activities of manufacturing companies.

One can not yet point to a body of theory that is unique to media management scholarship (Lowe, 2016, p. 13). Sylvia Chan-Olmsted referred books and articles for media management literature are also “the ‘borrowed’ literature from economics, management, sociology, marketing, and many other areas” (Chan-Olmsted 2006, p.xvii). To date, this young field has mainly focused on applying management theory in research about media companies, in effect using media firms and industries as case studies (Lowe, 2016).

In assessing media management research, Mierzewska and Hollifield (2006) found that “most theory is drawn from the larger field of organizational studies” (p. 39), but recognized that media management is unique because of the nature of their information products and economic characteristics (Lowe, 2016). Mierzewska and Hollifield (2006) reviewed 15 years of published research (1988-2003) in the *Journal of Media Economics and the International Journal on Media Management* and found that there were six common approaches clustered into six categories: Strategic management theories; Technology, innovation and creativity; Audience/consumer

theories; Contingency/efficiency theories; Political economy and normative approaches; and Organizational/professional cultural theories. The management discipline came into existence long before the emergence of media management. Therefore, the field of management is comparatively richer than the field of media management because it has various principles, theories, and knowledge of general management that are also relevant to the field of media management as well. Media Management courses have now been separately taught in universities all over the world.

The small initiatives for this have come from the business school while the majority has come from non-management institutions and departments (Kung, 2007). The development in media, communication, and technology fields as well as the proliferation of big industries has contributed to the development of the media management field.

The media management field has now taken the full shape of a separate academic discipline as the courses related to this have already begun to be taught in universities and colleges all over the world. Although the field of media management attracts an increased number of students and scholars, it has yet to establish an accepted set of theoretical foundations while its literature is borrowed from diverse disciplines such as media economics, political economy, media study, mass communication, and journalism (Albarran, 2010).

Some of the theories that have been applied in media management research are Strategic Management Theory, Structural Theory, Transitional Media Management Theory, Organizational Culture Theory, Technology and Innovation Theory, New Product Development Theory, Diffusion Theory, Effects of Adoption on Organization and Employees, Uses and Gratification Theory and Leadership Theory

(Mierzejewska, 2010, p. 23). Mierzejewska (2010), regarding strategic management noted that Strategic management has been the most widely used theoretical or conceptual framework in media management studies to date.

There are two conceptual frameworks for studying strategic management with Industrial-organization concepts and the second is Resource Based View (RBV). RBV builds on the assumption that each firm is a collection of unique resources that enable it to conceive and implement strategies. RBV strategies suggest that firms should discover those assets and skills that are unique to their organizations and cannot be imitated; this approach is especially important and meaningful in the media industry `due to the unique economic characteristics of information products (Mierzejewski, 2010).

Structural contingency theories describe the relationships between organizational structures and performance outcomes. As stated by Donaldson (2015), Structural contingency theory argues that organizations will adopt structures that maximize efficiency and optimize financial performance according to the specific contingencies that exist within the organization's market.

Consequently, there is no single organizational structure that will be equally effective for all companies. Within media management research, structural contingency theory in its classic form has been little used. This may change in the future as the structures of media organizations grow increasingly complex through media consolidation and as variances in performance across seemingly similar media corporations become more evident.

Another perspective is that ownership structures do affect content as well. The Structural Contingency Theory is not concerned about the impact of ownership and structure only on the financial outcomes but also on the content's credibility,

authenticity, and quality as a whole in the context of media. Regarding media ownership and the impact on content, the contents produced by government-owned media have a higher degree of authenticity but a lower degree of credibility, while privately owned media have a high degree of credibility but low authenticity, and publicly owned media such as public service broadcaster have both credibility and authenticity.

There are three structures of management being used in media organizations; (1) Pyramid structure, (2) Hub-and-spokes model, and (3) Matrix management (Thomas, 2009). BBC followed the Classic Pyramid Structure during the period of the 1960s. Pyramid structures are not without their strengths: they are, for instance, both stable and predictable. But they are also by nature conservative and achieving change within them can be desperately slow (Thomas, 2009, p. 32).

There are own strengths and weaknesses of each structure, however, the pyramid structure also known as the vertical structure is heavily criticized for its nature of being too formal, rigid, hierarchy, and burden of heavy rules and regulations. Hub-and-spokes model then came into practice to avoid the shortcomings of being top-down nature of the pyramid structure. Hub-and-spokes model does not have a top-down monolith but it has also a strong center.

In the Hub-and-spokes structure, many independent units are created such as News and current affairs, Engineering, radio production, television production, and others as per the need and some areas lie in the center such as finance, administration, human resources, marketing and commercials, press and PR. These independent units are run by the budget developed and allocated by the center. Matrix management is the third approach for broadcast media organizations. The matrix management approach is such an approach, in which, resources are first gathered and then people

come together to produce some films, documentaries, or something others as a one-time production like a project base. It's immediately clear that such a system is highly flexible and potentially economical because the overheads associated with big in-house resource pools are reduced. It's equally clear that it's challenging to manage, as the ground is constantly shifting and the target moving. So, the matrix manager is all time dealing with relationships, influences, and expertise. It's a dynamic process – not at all like being an administrator in a pyramid – and requires a major culture shift for managers with a more traditional 'civil service' procedures mentality (Thomas, 2009, p. 35). These structures or approaches are still used in media organizations more or less. The combination of all these three structures is also possible.

The management theory in the context of media management is challenging as media organizations deserve more than general management. Kung (2007) argues the management in media organizations is more complex as there is the problem of breadth that there are enormous concepts of management and which one is relevant for media organization is difficult to decide, secondly, there is the problem of fragmentation and pluralism and thirdly media organizations are not simply commercial entities rather being of public interest, artistic and creative.

While media content is highly unpredictable, there is always the need to be more creative in the production and distribution of content. There are two basic theories for exercising creativity. The first theory known as the "mud against the wall" theory throws more content to the audience and the audience may like some of this content randomly the second theory is the 'hit or blockbuster theory which offers a handful of products with potentially high market value and focus on these products with big investments.

These theories are useful to media management so, they have been in practice for a long. But, there are challenges as well in media management. The most direct challenge has been recognized as the emergence of new media that breaks the old business model of media organizations and the consumption pattern of media content has also changed.

Thomas (2009) states that the emergence of new and social media has created big challenges to traditional media including public service media and there's no way to escape from it but rather be adaptive to new media and run the media innovatively. These theories are extremely useful in the area of media management but also need to be developed as separate theories and models identical to media management.

As various theories from different fields of studies have been used in media management research, this study has also borrowed theories from general management or the larger field of organizational study to view the management practices in radio and television stations in Nepal. For this purpose, the process theory of management i.e. planning, leading, organizing, and controlling, also known as the fundamentals of management has been viewed in the context of Nepali broadcast media.

Apart from this, the management practices of Nepali broadcast media organizations have been viewed under three general management frameworks classical school, behavioral school, and modern approaches as used by Albarran and other scholars (Albarran, 2008). Albarran (2008), Picard (2008), and many other scholars agree that the study of media management and the study of media economics historically involved the application of managerial and economic concepts and theories to the media industries.

Therefore, similar theoretical frameworks have been used in this research as well to properly identify the management practices of Nepali broadcast media. At the other hand, Media management has already emerged as a separate discipline, so it is pertinent to view the management practices in Nepali radio and Television stations from the media-industry specific management perspective as well. At this juncture, theories that explain the media industry and media products as distinct and special are examined. The Theoretical review has been done under two broad categories: General management and media industry-specific management theories

a) General Management or Organizational Study Approach.

The General Management approach perceives management as universal and necessary for all types of industries and organizations. As Lowe and Browns (2016) opine management is management, no matter where it is practiced and the basic concerns and application of managerial work are the same across industries that is why the general management approach is still useful for the study of management in the media industry. In general management, there are three major schools of thought; classical, behavioral or human relations, and modern with different sets of theories under them, which are also applicable in the study of management in broadcast media organizations as stated bellow:

i) Classical School: The Classical school of thought began around 1900 and continued into the 1920s. Traditional or classical management focuses on efficiency and includes bureaucratic, scientific, and administrative management.

ii) Behavioral School: Starting from 1930, it emphasizes human relations. Previous approaches concerned scientific ways to maximize productivity, efficiencies, and performance within the organization. But behavioral approach gives importance to individual and group relations within the organization. The behavioral approach gives

importance to motivation, coordination, cooperation, communication, and participation. Behavioral or human relation school has been mentioned in detail in later chapter as the theoretical framework of the study.

iii) Modern School: The period of modern management started in 1960. In the early 1960s, various new concepts and schools of management started to emerge. The system Approach, Contingency approach, quantitative management approach, and theory Z are the modern approaches to management.

The System Perspective: The System Approach to organization began in the mid-1960s. The systems approach defines a system as a set of interrelated and interdependent parts arranged in a manner that produces a unified whole (Robbins & DeCenzo, 2001).

The Contingency Perspective: Another useful viewpoint for understanding behavior in organizations comes from the contingency perspective. In the earlier days of management studies managers searched for ‘universal answers’ to organizational questions, and they sought prescriptions, the ‘one best way’ that could be used in any organization under any conditions, searching, for example, for forms of leadership behavior that would always lead employees to be more satisfied and to work harder (Robbins & DeCenzo, 2001).

The Process Theory of Management

French Industrialist Henry Fayol wrote in his book titled *General and Industrial Management* (1916) that all managers should perform five managerial activities referred to as the management process that is planning, organization, command, coordination, and control. According to Mcguire, Stoner, and Mylona (2008), management is the process of planning, organizing, directing, and supervising the efforts of the members of the organization and the use of other organizational

resources to achieve the stated organizational goals. Moreover, other opinion states that management is a series of activities in which there is a different process, i.e. planning, organizing, actuating, and controlling, and therefore, it can use the existing resources to achieve goals effectively and efficiently (Terry, 1992).

Irfan and Brindana (2019) have used the same process explained by Terry (1992) as the four functions of basic management adopted by the production team of Metro TV. In the mid-1950s, two professors at UCLA used the terms planning, organizing, staffing, directing, and controlling as the framework for a textbook on management that for twenty years was unquestionably the most widely sold text on the subject but later these have generally condensed to the basic four: Planning, organizing, leading, and controlling (Robbins & DeCenzo, 2001).

1. Planning

Planning encompasses defining an organization's goals, establishing an overall strategy for achieving those goals and developing a comprehensive hierarchy of plans to integrate and coordinate activities (Robbins & DeCenzo, 2001).

In the context of broadcast media, planning involves the determination of the station's objectives and the plans or strategies by which those objectives are to be accomplished. Station objectives may be written down in the form of economic, service, and personal. Through the planning process, many objectives may be identified. According to Allan et al. (2006) , there are economic objectives, service objectives and individual objectives further explaining .

2. Organizing

Organizing includes determining what tasks are to be done, who is to do them, how the tasks are to be grouped, who reports to whom, and where decisions are to be made (Robbins & DeCenzo, 2001). Organizing is the process whereby human and

physical resources are arranged in a formal structure and responsibilities are assigned to specific units, positions, and personnel. It permits the concentration and coordination of activities and management control of efforts to attain the station's objectives.

3. Leading

Leading generally refers to motivating employees, directing the activities of others, selecting the communication channel, or resolving conflicts among members. The influencing or directing function centers on the stimulation of employees to carry out their responsibilities with enthusiasm and effectiveness. It involves motivation, communication, training, and personal influence.

4. Controlling

Controlling is to ensure that things are going as planned. A manager must monitor the organization's performance. Actual performance must be compared with the previously set goals and if there are any significant deviations, it is the manager's responsibility to get the organization back on track. This method of monitoring, comparing, and correcting is the controlling (Robbins & DeCenzo, 2001).

b) Media Industry-specific Management Approach.

As media management has evolved as a separate discipline, the study of management in media organizations also has to be based on the separate theories and principles specific to the media industry. Scholars have agreed that media organizations need to be run differently due to the distinct nature of media products and the complexity of the media industry. Picard, (2016); Chan-Olmsted, (2006); Kung, (2007), Lowe, (2010); Albarran, (2010), and many other scholars have agreed that the media industry and media products are special, unique, complex and distinct from other industry and other products so it needs to be managed differently besides

applying general management approach as well because of the newness of the field. Media management is complex due to the varieties of media products, the people involved, the environment, and the consequences that make the media industry complex. Moreover, the management of media firms is uniquely challenging because the tasks are also complex (Lowe, 2016). Media content is essential to the “soft power” of nations in the international arena (Nye, 2005). Media Products are subject to regulations and legislation to a comparatively high degree, although more so in broadcasting and less in print .

People use media for an astonishing range of activities and facilitations—to both bond and differentiate, to relax and work, to collaborate and compete, to contribute and profit, to approach and avoid, to advocate and critique, and to question and answer. Media products are multipurpose goods (Lowe, 2016). Lowe (2016) says a media enterprise functions in the public domain even when owned and operated as a private enterprise. Media are also special due to the people that media firms employ, as well as the diverse and often contending interests of relevant stakeholders.

Regarding media workers, there is not only enormous diversity in types of work and workers but employment trends that include especially the casualization of labor agreements, outsourcing, downsizing, and freelancing add another layer of complexity (Deuze, 2016). Many workers involved with creating content are journalists or artists. Each has characteristic personas that make managing such talent challenging and sometimes frustrating (Deuze, 2016, p.). According to Lowe (2016) the work of managing a media enterprise is characterized by high degrees of complexity in the kinds of goods produced, in the ways and means of production, and in the diverse professionals on which the work depends (p. 7).

Uniqueness of Media products

Differing from the views that media share similar economic and business characteristics and that media are no different from other products and services, Picard (2016) argues that media products differ significantly among themselves because they operate in economic environments with business dynamics that most other products and services do not face. Picard (2016) further clarifies that, while media industries are still governed by typical economic, financial, and managerial principles, and can be analyzed using standard business theories and methods, applying these frameworks effectively requires an awareness of the unique aspects of the media sector, such as the nature of media products, the specific dynamics influencing the industry, and the operational differences from more traditional goods and services.

Picard (2016) has categorized media products as single and continuous creation products. He explains single creation products are creative and idea-driven products such as books, motion pictures, audio recordings, and games, while continuous-creation products are concept-driven products that involve the ongoing creation of changing content provided within a package that exhibits continuity such as a magazine, newspaper, television series and television networks.

Media products are unique because of their characteristics of two production and distribution environments such as fixed cost economics and unit cost economics (Picard, 2016). Books, magazines, and recorded media with physical forms such as DVDs, and CDs are in the unit cost environment while broadcasting, motion pictures, TV programming, and Internet Media. Media products and media industries are different than other products and industries in several ways. Media products are creative work that is based on information, ideas, and literary and artistic endeavors

(Wicke, 1990; Mitry, 1995; Hinrichs, 1999, caves, 2002; Clayton, 2002, as cited in Lowe & Brown, 2016). Media products receive special benefits from copyrights and related rights that are not extended to other types of products (Picard, 2016). Media products are different from supply and demand side differences. In comparison to other industries, media companies tend to face less direct competition than other type of companies (Picard, 2011).

Many decisions in media industries are based on non-economic criteria and rely upon public service, artistic and cultural factors, established relations, and the intuition of creative decision-makers (Bogart, 1995; Fuller, 1996; Grans, 2003; Wolf, 2003; Steward, 2005, as cited in Lowe & Brown, 2016). People create content even without compensation because of expressive and artistic motives, public service motives, and the desire to become celebrities (Picard, 2016). Media products have nonphysical entities and they are vulnerable to piracy and counterfeiting.

Media products have a high unpredictability of success of product which occurs because of the difficulties in forecasting product qualities and consumer demand and it is also difficult to produce test units for many media products to test the demand in the market resulting in the high possibility of failure of the products. Vogel (2004) refers to another unique characteristic of media products as there are multiple reuses of media products and reuses are more valuable than using original products. The media product's dual-product nature (Albarran, 2002) is also the unique characteristic of a media product that can be sold to the audience and, then to advertisers. The consumption pattern of the media product is also different.

Four Theories of Press

As Albarran (2010) opines the theories from political economy have also been borrowed in the study of media management, the four theories of press seem relevant

for the study of ownership and control of media organizations in society. The four theories of press introduced by Schramm, Siebert, and Peterson in the book *Four Theories of the Press* (1956) have been widely used to date to observe the overall media environment of any country.

These theories are used to measure the degree of press freedom. However, these theories are also relevant to observing media organizations from the management perspective as management variables such as ownership, structure, and control is the indicators in each theory. The book explains the four theories of the press Authoritarian Theory, Libertarian Theory, Social Responsibility Theory, and Soviet Union Theory as mentioned bellow:

1) Authoritarian Theory of the Press

In this theory, the government controls the press, information, and communication systems directly and indirectly (Siebert, Peterson, & Schramm, 1956). This means there is no room for the independent selection, production, and distribution of media content. Press theories and management practices are interlinked. As authoritarian theory refers to the direct government control over media, the nature of management is also authoritarian type. The style of management in authoritarian media is simply autocratic.

The government applies a rigid, traditional, hierarchy base, top-to-the-down monolith, centered decision-making, and above all a bureaucratic model of management. The ownership pattern of media organizations under this theory is simply government-owned. In authoritarian press theory, there is no room for the private and commercial nature of media. Media is not recognized as business and there's no commercial spirit of media.

While observing the broadcast media of Nepal precisely through the lens of the Four Theories of the Press, the government broadcast media organizations; Radio Nepal and Nepal Television seem to operate under this theory. All the features of the authoritarian media such as government ownership, government control, hierarchy base structure, and government authority's intervention in the production and dissemination of information as pointed out by media scholar Tapanath Shukla (Personal Communication, April 27, 2022) do match with the management of government media.

Appointment of the Board of Directors and the Executive Heads of government broadcast media; Radio Nepal and Nepal Television indicate the authoritarian-model media that cannot work independently and professionally (Ram Krishna Regmee, Personal Communication, May 11, 2022).

2) Libertarian Theory

There is a Libertarian Theory that supports the commercial aspects of media. Libertarian theory refers to the freedom of the press to disseminate information (Siebert et al., 1956). Mass media outlets are free to publish and broadcast any ethical news and information. Librarian theory, which was first developed by John Milter, started to apply for the first time in the 1700s in the USA. In the 1900s, Europe also accepted the libertarian theory of the press, which was the paradigm shift of media to be liberated from government control and exercise management differently on their own.

The nature of management under this theory is democratic, flexible, participatory, and commercial as well. In Nepal, the government adopted a liberal media policy and allowed private sector investment in radio and television after the 1990s, which can be regarded as the media policy departure of the government from

authoritarian to libertarian. Although the authoritarian press theory has still applied to the context of government broadcast media, the libertarian theory came into application after the emergence of private independent broadcast media. Theoretically, all the private broadcast media have been put into the libertarian theoretical framework as they are free to produce and disseminate broadcasting content.

3) Social Responsibility Theory

Out of the four theories of the press social responsibility theory of the press also provides ground for the management of media organizations with a business perspective as the theory also advocates for the establishment of private media. Isolating media organizations from government control and letting them independently run for the benefit of people is the main spirit of both of these theories. But being free from government control does not mean that the press is completely free from owners' and advertisers' control. So in this theory press should be responsible to society based on ethics (Siebert et al. 1956).

From the management perspective, when the media outlets are free from the government their management is free to apply innovative and competitive management approaches. According to Siebert, Peterson, and Schramm (1956), social responsibility theory supports the idea of a free press without direct censorship.

However, it also emphasizes that media content should be open to public discussion and that the media should be accountable either through public input, professional self-regulation, or both. Positioned between authoritarian and libertarian theories, this approach allows for full media freedom while also permitting certain external controls. Under this model, the press remains privately owned.

In social responsibility theory, media are free from government control but they have to be responsible to society. Therefore, the social responsibility theory of the press has linked the libertarian and authoritarian theories. It lies between those two theories. The media are somewhat free from the government but controlled by society. The ownership of media in social responsibility theory lies on private sector unless government has to take over to ensure public service.

However, public service broadcasting media and community media can also be termed as operated under the social responsibility theory because community media principally are not accountable to the government but to community members and public service broadcasting media are also not accountable to the government but rather to the people. In this sense, all community media of Nepal can be related to the social responsibility theory of the press.

The Hutchins Commission, officially known as the Commission on Freedom of the Press, was established in the United States and published its report in 1947 titled "A Free and Responsible Press." The commission, chaired by Robert M. Hutchins, highlighted concerns about the concentration of media ownership and emphasized the need for a responsible press that serves the public interest. This report laid the groundwork for the social responsibility theory of the press.

4) Communist Soviet Theory

Soviet Communist Theory describes that the concerned ministry controls the media but media are free to work for the society. This theory has been generated from the authoritarian theory and contradicts the libertarian theory. The government wants media as their official media and wants to get information to the people through these media. Thus, Radio Nepal and Nepal Television can be viewed from this theory as they are the official media of the government.

The main argument for relating the four theories of the press to the management of media organizations is to observe the management of broadcast media organizations from the perspectives of their purpose, nature, ownership, and control.

2.3 Literature Related to the Context of Nepal

In this chapter, literature related to media management practices in the context of Nepal will be extensively reviewed. Specifically, the review will cover the emergence of media, the emergence of broadcast media, the early practice of Nepali broadcast media management about the first radio and Television stations, and the academic and applied literature in the area of media management and broadcast media management. This section also reviews the legal and policy frameworks related to the management of media organizations and the empirical review of the media management in Nepal. The books, periodicals, research journals, policy documents, and related acts will be studied for this purpose.

2.3.1 The Early Practice of Media Management in Nepal

The practice of media management began with the management of print media as print media is the oldest form of mass media in the world. In Nepal too, the oldest form of mass media is the print media. So, the early practice of media management in Nepal began with the management of print media organizations.

a) Early Print Media Management

The first practice of media management in Nepal began with the emergence of print media organizations. The first newspaper of the country *Gorkhapatra*, was published in 1901AD (24 Baishakh, 1958 BS) in the Rana regime of Prime Minister Dev Shamsheer, who is widely recognized as a liberal and reformist prime minister of the regime. Rana Prime Minister Dev Shamsheer issued a decree to publish *Gorakhapatra* for national and international news and information people. He

appointed Pandit Naradev Pandey as the head of the newspaper and delegated rights and duties along with necessary resources (Devkota, 1967, p 57). Then Prime Minister Dev Shamsheer, through the Decree, issued an order to publish 1000 copies of *Gorkhapatra Weekly*. He also ordered to take over the Type Press and Lithograph Press along with other materials and paper sheets from Lieutenant Colonel Juddha Kshetry. He was also asked to employ human resources of both presses if necessary. In the Decree, the annual subscription fee was also determined as Moru (Unit of Currency) 3904. The Decree had also ordered Koushi Toshakhana (Government Treasury) to release necessary funds .

b) Early Broadcast Media Management

Broadcast media management began with the commencement of radio broadcasting in the country. Citizens were not allowed to own radio sets before 1947. Rana Prime Minister Padma Samsheer granted freedom to people to own radio sets only in 1947 AD (2004 BS). In the initial period, people used to listen to foreign radio services as there was no radio broadcasting service in the country.

The history of radio broadcasting in Nepal is associated with the first people's movement of the 1950s against the 104-year autocratic Rana regime. Democracy activists used radio broadcasting for the first time in Nepali history to politically aware Nepali citizens against the Rana regime and garner their support for the movement. Tarini Prasad Koirala, recognized as the founding father of Radio Broadcasting in Nepal, says he first broadcast his voice from *Prajatanta Nepal Radio* [Democracy Nepal Radio] as *Yo prajatantra radio ho hami mukti sangram ko kunai agyat morcha bata boli raheka chhau* [This is democracy radio and we are speaking from some unknown front of the freedom fight] (Koirala, 1959).

The secret war front did not remain unknown for long when *Prajanatra Nepal Radio* disclosed the broadcast location of *Prajanatra Nepal Radio* after 15 to 20 days with an announcement as *Haami Biratnagar Mukti Sangram Ko Morcha Bata Sabai Desbashi Lai Sambodhan Gardachhau* [We are addressing to all people from the freedom-fight front of Biratnagar](Koirala, 1959).

At the end of the People's Movement while King Tribhuvan Bir Bikram Shaha Dev, Nepali Congress-the main agitating force, and Indian Government representatives were having a tripartite agreement in Indian Capital New Delhi to end the movement, a sudden radio broadcasting in the Nepali language was heard in a 41-meter band which said *Yo prajatantra radio ho hami mukti sangram ko morcha bata boli raheka chhau* [this is democracy radio and we are speaking from the battlefield of the freedom fight] (Devkota, 1967, p. 34). Devkota (1967) says the exact date of this broadcasting is not yet identified but it was at some day of Magh, 2007 BS (1950 AD). This is the first radio broadcasting in Nepal.

Before this, radio broadcasting with the name of *Prajanatra Nepal Radio* was used by democracy activists to conduct activities of armed struggle against the Rana regime and to garner public support in the fight against the regime. From the human resource perspective, a few volunteers including Naradmuni Thulung, Rajendra Prasad Shrestha, Tarini Prasad Koirala were involved in the broadcasting of Prajantra Nepal Radio, from the resource and infrastructure perspectives it had only a few items of equipment i.e. transmitter, ariel, mike, receiver and generator (Koirala, 1959). Prajanatra Nepal Radio was under the guidance of B.P. Koirala, the leader of the movement. Thus, the very beginning of broadcast media management in Nepal seems similar to wartime radio broadcasting management.

Radio Nepal was formally established in 1951, on April 2 with basic objectives to inform, educate and entertain Nepalese people. It started its broadcasting from Singha Durbar, with a 250-watt medium Wave Transmitter (Radio Nepal, Organizational Overview, May 15, 2023). Tarini Prasad Koirala, recognized as the first Executive Director of Radio Nepal, was the pioneer to take the initiation of the establishment of Nepal Radio later known as Radio Nepal. It was run under complete government ownership and control.

In the initial period, there was no concern about generating revenue or making a profit for the operation and expansion of Radio Nepal as it was adequately subsidized by the government as part of a full government entity. Radio Nepal used to be run under the Department of Information and Broadcasting of the Ministry of Home Affairs during its establishment. Bal Krishna Sam was the head of the department, Tarini Prasad Koirala was the Executive Director and Rashmi Rajyalaxni was the Deputy Executive Director with a few staff recruited from personal recommendations (Wanta, et al., 2004).

The Acts and regulations to guide and regularize the broadcasting sector were yet to be introduced and the Government Administration was in the same old bureaucratic setting even after the fall of the Rana Regime. There was neither the provision of designations for staff nor the set standard for their remunerations. Everything used to be decided by the Executive Director under mutual consensus with staff in the absence of any written guidelines and no allocation of the regular budget. The government was compelled to create special overhead to allocate salaries for Radio Nepal staff, the consequence of which was a two to three months delay in distributing salaries .

Due to delays in getting salaries, some staff did not continue their jobs and some even took away office belongings to compensate for their due salaries (Wanta, et al., 2004, pp. 72-73). Radio Nepal practiced the concept of departmentalization in its management in the early phase of its establishment. A few months later after its establishment in 1951, Radio Nepal created various departments to help achieve the overall goal of Radio Nepal. It created the Program Department, News Department, Technical Department, Administration Department, and so on. Every department was led by the department head and he/she was responsible for the overall activities of his/her department.

Altogether 58 employees were employed under different departments in its early phase of establishment. Tarini Prasad Koirala was assigned as Director, the head of the organization, and Rashmi Rajya Laxmi Devi as his deputy. The Program Department had four staff including two announcers, the News Department had 10 staff and the Music Department had 31 staff including 10 artists from modern and classical music and other 21 people who played various musical instruments. Similarly, there were 5 technicians in the technical department and 10 staffs under the Administrative Department (Wanta, et.al., 2004).

The development of human resources was highly prioritized during the period as two staffs were sent to All India Radio, New Delhi to attend 6 months of training on Radio broadcasting in 1954. Wanta et al. (2004) mention that Devendra Raj Upadhyaya was appointed as the head of Radio Nepal and he carried out various management reforms during his tenure from 1952 to 1959. He took various significant steps for the improvement of the human resource management of Radio Nepal by giving permanent status to all employees who had been working temporarily till 1957. Instead of making all employees permanent, the management took the policy of

recruiting singers, artists, announcers, and news readers on a contract basis for a maximum 2 years of tenure with a possible extension of the contract paving the way for new recruiters in the future to address the changing taste and demands of listeners.

King Mahendra Bir Bikram Shah Dev took the power of the elected government and introduced the party-less Panchayat System as part of his direct rule on 1960, December 15, which also influenced the management of Radio Nepal. In 1961, Radio Nepal was put under the Ministry of National Direction instead of the Ministry of Home Affairs. Few new posts were created during that time and two employees (one technical and the other from non-technical backgrounds) of Radio Nepal were sent to the United States of America for training to gain knowledge and skills in Radio Broadcasting (Shah, 1998).

The administrative and organizational structure of Radio Nepal was again changed in 1963 when it was put under the Ministry of Panchayat extracting from the Ministry of National Direction. Likewise, Radio Nepal came under the Ministry of Publicity and Broadcasting from 1966 to 1967, under the Ministry of Information and Broadcasting from 1968 to 1970, and under the Ministry of Communication from 1971 to now.

There used to be an additional body of the Department of Publicity and Broadcasting between the Ministry and Radio Nepal. Only in 1963, the Department of Publicity and Broadcasting was divided into two separate departments i.e. Department of Publicity and the Department of Broadcasting and Radio Nepal was put under the Department of Broadcasting (Shah, 1998). In 1968, an Advisory Committee was formed to forward recommendations for the improvement in program production and broadcasting as well as the management of the overall organization. Three years later in 1971, the government brought a Communication Plan for the effective operation of

Radio Nepal and it prepared a draft for the effective management of Radio Nepal which brought a new provision for the Director General instead of the previous provision for the Director to lead the organization.

There was no separate regulation to manage the human resources of Radio Nepal in previous structures before enacting the Human Resource Regulation. Permanent staff was recruited through the Public Service Commission while Radio Nepal management was only allowed to recruit temporary staff. Before changing the overall organizational structure of Radio Nepal in 1984, there was only around 100 staffs in Radio Nepal under various departments.

The establishment of Nepal Television is another milestone in the development of broadcast media in Nepal. Nepal Television is the first television in the country officially established on 1985, December 25. Before this, the government launched the Nepal Television Project to carry out the feasibility study of the viability of Television media in Nepal in 1985, January 25. It took almost five decades for the commencement of regular Television Broadcasting in Nepal after the establishment of the first Television Station - *British Broadcasting Corporation* 1926, November 2. Nepal Television first broadcast on 1985, August 13 as part of a test transmission (Upreti, 2011).

In the initial phase of the establishment of Nepal Television, it started only two hours of daily broadcasting in VHF band in the evening from 7 to 9 o'clock from Singh Durbar, the administrative hub of the government. It started its broadcasting day shift only one year in 1986, September 20 (Upreti, 2011, P.56). Nepal Television was completely owned by the government and run under the direct control of the Ministry of Communication. It is guided by the Public Enterprises Act and the same pattern of ownership continues till now. Nepal Television went on Satellite in 2001 by

using Nepal Telecom's Earth station. But the first television station that started television broadcasting through satellite is Channel Nepal which used to uplink its programs to the satellite from Thailand in 2001, July 3.

Nepal Television enjoyed a full monopoly for over 17 years before the government paved the way for the establishment of private and community television stations by introducing *National Broadcasting Act* (1992) and *National Broadcasting Regulations* (1995). When democracy was restored in 1990 through the People's Movement, the media began to flourish in a democratic setting in a free and open environment. Chanel Nepal was granted permission for television broadcasting for the first time in the private sector and it started its broadcasting from the satellite stationed in Thailand in 2001, July 1.

Channel Nepal was initially granted the privilege of monopoly for 10 years the government assured not to issue any license to private Television channels during the period but when it was a problem for Nepal Television to upgrade itself from terrestrial to satellite broadcasting, the government withdrew from its own decision and canceled the license of Chanel Nepal (Upreti, 2011, p. 70). It was the reason that Channel Nepal launched its programs from Bangkok, Thailand. Image Channel and Kantipur Television both started their broadcasting on the same day of 2003, July 13.

2.3.2 Empirical Review of Media Management in Nepal

The volume of the literature on media management in the context of Nepal seems low. However, there are few attempts to explore the field in both academic and practical field.

Radio Nepal Ko Samajik Itihas (2004) is an important piece of literature exploring the management part of Radio Nepal. This book has been recognized for being the first book completely dedicated to various aspects of Radio Nepal. This

book is divided into three parts Institutional Perspectives, Program and Production, Radio, and Society. Under the section- Institutional Perspectives, *Radio Nepal ko Sansthaगत Bikaskram* [Institutional Development], written by Krishna Adhikari, *Radio Nepal ko Arthik Bikaskram* [Radio Nepal's Economic Development], written by Komal Bhatta, and *Sarkari Niti Yojana ma Radio Nepal* [Radio Nepal is in Government planning and Policy], written by Devraj Humagain have especially focused more on the management part of Radio Nepal. From the management perspective, the political changes and their impacts on Radio Nepal from 2007 to 2060 have been reviewed (Adhikari, 2004).Bhatta (2004) has analyzed Radio Nepal from a financial perspective.

Bhatta (2004) highlighted some newspaper headlines, revealing the poor financial status of Radio Nepal from 1994 to 2003, were *Radio Nepal is in 50 lakhs annual loss, Radio Nepal is sinking, Radio Nepal is in problem amid decreasing income* and so on. Bhatta (2004) in his article writes that there is no routine nature of the Income and Expenditure of Radio Nepal from the period of its establishment in 1951 to 2004. The book *Radio Nepal ko Samajik Itihas* (2004) is based on both primary and secondary research. It has studied the management of Radio Nepal from the ownership, financial, and policy perspectives. The book is the first of its kind to entirely focus on the various managerial aspects of Radio Nepal. However, the book does not reveal the overall status of the broadcast media of the country.

The book titled *Principles of Media Organization and Management* (2004) written by Keshabraj Devkota has mentioned various aspects of management, such as structure, ownership, environment, and others in Nepali media organizations. Devkota (2004) categorizes Media organizations into business, government, service, union or association, and international (p. 5). He has identified the characteristics of media

organizations as goal orientation, composition of people, structure, technology, continuity, and environment. Devkota (2004) has categorized the goals of media organizations as profit, survival, efficiency, service, growth, and welfare and presented the various approaches to goal formation i.e. top-down approach, bottom-up approach, and Management by Objective approach. Devkota (2004) has specifically mentioned the management of government and private media in Nepal, detailing the management of Radio Nepal, Nepal Television, Gorkhapatra Corporation, and National News Agency.

He focused more on the establishment and evolution of these media rather than on how these media were managed. However, he has mentioned the ownership, finance, and human resource management of these media. Regarding the ownership and control of media, he suggested four models: commercial-profitable, Private-Non profitable, public sector, and Governmental.

Overall, the book *Principles of Media Organization and Management* (2004) is one of the remarkable literatures, but it fails to portray the broadcast media landscape of the country from the management perspective. Although the book is focuses on the management of media organizations, it is more focused on the history rather than the management concerns. The book has not carried out empirical research on the management practice of Nepali media.

The first detailed literature regarding the management of mass media organizations can be traced in the book titled *Nispakshya Ra Santulit Samachar Sampreshan tatha Adharbhut Sanchar Byabasthapan* (Fair and balanced news dissemination and Fundamental of Media Management), published by Worldview Nepal in 2006. Ram Krishna Regmee has contributed a section to this book titled *Aam Sanchar Madhyam Ma Byabasthapan* (Management in Mass Media). In this section,

Regmee first emphasized the importance of management in Media organizations and tried to justify the role of management in achieving the organizational goals of media houses (p. 206). He has discussed the concept, skill, aim, and function of management and tried to relate the fundamentals of general management to the management of mass media institutions.

Regmee (2006) argues that management is necessary for mass media organizations because Mass Media is an industry and also a business, like any other industry and business, the mass media industry also needs resources, labor, capital, and entrepreneurship to achieve the desired result by optimum utilization of these means of production (p. 210). Regmee (2006) attempts to reveal the need for professional and effective management in media organizations. It discusses the range of management issues and their applicability to the media industry, the unique nature of the media industry and its products, human resources, and newsroom management of newspaper organizations.

However, the study mainly focuses on newspaper management. Moreover, the method of the study is purely based on a literature review and no primary research has been carried out. The entire media management perspective has been driven by the world-context literature instead of the context of Nepal. The study has not explored the real practice of management in Nepali media organizations. It does not delve into the management practices in Nepali broadcast media organizations.

Community MHZ: Assessing Community Radio Performance in Nepal by CRSC/NEFEZ (2011) is another literature that has mentioned the management part of community radio in Nepal. The assessment is the pilot assessment of 15 stations across the country.

The Community Radio Performance Assessment System, the CR-PAS first set seven performance indicators (Participation and Ownership, Radio Governance, Radio Program, Resource Structure and Management, Station Management, Financial Management, and Networking) and later assessed them. The CR-PAS found that half of the FM stations out of 15 scored below minimum performance and there were the lowest scores zero in three composites i.e. Resource Management, Financial Management, and Networking (Assessing Community Radio Performance in Nepal, 2011). The *Assessing Community Radio Performance in Nepal* (2011) regarding Resource Mobilization concludes:

Eleven radios had no practice of assessing the resource structure, or resource mobilization status. Most stations operated at a loss in terms of their financial and resource status. More than 50 percent of stations did not prepare an annual plan for resource mobilization., and those that had plans failed to meet 80 percent of the resource mobilization target in many cases at least half the resources came from a few sources. The narrow resource base indicated their dependency on a few sources that could result in financial vulnerability. (p.63)

Regarding the performance in station management, the Assessment finds almost all radios have no human resource development, two-thirds of the stations do not prepare annual plans for programs, or human resources, and the same proportion did not prepare and work according to the equipment maintenance which shows that the radios are not serious about better station management, and equipment maintenance. The *Assessing Community Radio Performance in Nepal* (2011) further finds that less than half of the stations had periodic staff meetings, which according to the Assessment indicates that the radios did not have effective internal communications. As for the concern of written guidelines, almost all radio stations had written

guidelines indicating an important step towards systematic management and operations. For Financial Management, the Assessment found that almost all (14 out of 15) radios did not plan cash flow and did not publish monthly income and expenditures statements. Similarly, 14 radios had not maintained reserves for replacing equipment. He added that inventory of goods and equipment is maintained, inspected periodically, and updated regularly and the bank account is opened in the name of the radio and financial transactions are done through the account.

Commercial radio stations are established under the private limited company, single-owner, and multi-owner or partnership companies which are guided and run by respective acts. In the international context, there are availability of some literature that are specially focused on the management of radio stations. *Media Byabashapan: Chunauti Ra Awasar* (Media Management: Challenges and opportunities), a book published in 2012 and authored by Binod Dhungel, is one of the few books written in the area of media management that is based on field research.

The book has focused on the identification of management challenges and opportunities for media organizations. Dhungel (2012) has identified various issues of Nepali media including: media policy, transparency of investment, foreign investment in Nepali media, classification of media, monitoring, and evaluation of media, proportionate distribution of government sector advertisements, media protection, and press freedom, minimum infrastructure for media operation and minimum qualification for media managers, inclusiveness in media, business plans for media operation, competitive market and growth of media, human resource management in media, archiving the contents broadcast from broadcast media, journalists' involvement in party politics and its impact on media contents, a code of conduct for media managers, the sufficiency of rules and regulations for media operation, trade

unionism in media, concerns of working journalists among others (p. 28). Dhungel (2012) has outlined various problems and challenges in the management of Nepali media organizations that include the lack of competency and professionalism of media managers, lack of adequate capital, no provision for financial procedures and guidelines, not accepting media as a business industry, no trend of market survey and no work plan for market promotion, not having a serious audit of financial activities, absence of code of conduct for media managers, lack of human resource plan, lack of proper division of work among employees, no provision for employee training, lack of employee motivation among others.

Dhungel (2012) identifies other challenges as the lack of minimum infrastructure like telephone, electricity, internet as well as the poor mobilization of resources, high politicization over media and lack of credibility due to the discontinuity of media are other challenges. Dhungel (2012) has also specified the strengths of the management of Nepali media as having media-friendly constitution and liberal political system in the country., growing attraction of investors to invest on media business and the availability of skilled and experienced manpower in media.

The book has revealed the management challenges of Nepali media organizations such as insufficient rules and regulations related to the management of media organizations, lack of collateral for the establishment of media organizations, no provision for submitting a business plan before the establishment of media, no stipulations for minimum qualifications and competencies for media house managers, and no clear policy to discourage the use of cross-subsidies, instead relying on revenue to ensure the long-term operation of media among others. This book has also revealed various dimensions of media management based on field research and by gathering opinions from media managers across the country.

The book has identified the strengths, weaknesses, opportunities, and challenges of media organization from the management perspective but fails to elaborate in detail. However, the book only depends on the focus group discussion for data collection and avoids other reliable data collection tools such as observation and survey. Furthermore, this book has not categorically focused on the management of different forms of media like print and broadcast organizations.

Assessment of Media Development in Nepal (2013) published by UNESCO has not completely focused on the management of media organizations but it mentions a system of regulation, a diverse mix of public, private, and community media, taxation, and business regulation, and the public service broadcasting models that are closely associated with the management of broadcast media organizations.

Some literature has been found mentioning the management part of community radio. *Community Radio Handbook* published by UNESCO in 2001 has included the case study of Radio Sagarmatha, the first community radio of the country, in which various management provisions have been discussed. The case study discusses the Organizational Structure, Human Resource management including recruitment and training of staff, Funding, and Costs.

For organization structure, NEFEJ (Nepal Forum for Environmental Journalists) is the organizational umbrella of Radio Sagarmatha, which is headed by seven members autonomous board of directors constituted by NEFEJ, and staff includes one station manager/program director, full-time producers, technicians, music librarians, engineers, account officers and station helpers (Pringle, 2001, pp. 80-82). For funding and costs, Radio Sagarmatha receives funds from donor agencies and partner NGOs and it adopts the main strategy for achieving sustainability is building partnerships with local organizations that will provide support as sponsors

and co-producers and commercial advertising is also regarded as a source of revenue (Pringle, 2001). Another piece of literature found in media management in the Nepali context is a book authored by Raghu Mainali, a media scholar, titled *Radio Paddati* (Radio Approach) published in 2015. The book has mainly focused on radio broadcasting and media management. Mainali (2015) has divided the radio broadcasting system into public service broadcasting, community broadcasting, commercial broadcasting, and government broadcasting (p. 20).

He has defined public service broadcasting by its special features such as universal accessibility, universal appeal, diversity, distinctiveness, national identity, enlarged public sphere, editorial independence, non-commercial funding, and a governing structure free of political, commercial, and state intervention. Mainali (2015) has defined community broadcasting with its distinct features i.e. Community ownership, community service, community participation and voluntary service, and not-for-profit oriented (p. 38).

Mainali (2015) has identified three tiers of broadcasting across the world, which is public, community, and commercial broadcasting, and, has pointed out that there is no clear legal provision to classify the broadcasting sector under this category in Nepal. Mainali (2015) has defined commercial broadcasting with features like private ownership, profit-oriented, entertainment-based programs, programs focused on popularity rather than quality. He has defined government broadcasting as having government ownership, government control, and bureaucratic structure. Mainali (2015) has differentiated between government, community, commercial, and public service broadcasting with their different nature in concept, ownership, audience, accountability, style, and aim (p. 58).

The book has a separate dedicated section for media management, in which, the introduction and concept of media management, nature, freedom, and accountability, managing social impacts, leadership culture, learning organization, managing editorial and program of broadcast media management, organizational environment, dimensions of media management, managing vision and goals, organizing resources, generating possibilities, breakthrough performance, handling problems, managing trust are briefly discussed. The section has discussed various systems within media organizations including financial systems, planning systems, communication systems, decision-making systems, technical operation and maintenance systems, monitoring and evaluation systems along with defining human resource management, organizational structure, and managing self.

The book *Radio Paddati* (2015) is a detailed literature that mentions almost every concern of media management. However, the book is not based on empirical research. The book does not discuss the management practices of Nepali media organizations. It rather focuses on general areas of media management. Furthermore, the book does not shed light on the management of broadcast media organizations and their management practices in both the world and Nepal context.

In his book *Nepal ma Press Swotrantrata* (Press Freedom in Nepal), published in 2017, media scholar Mahendra Bista identifies four ownership categories of Nepali media: Government, Public Service Broadcasting, Private/Commercial, and Community. The book primarily focuses on press freedom in Nepal, exploring various dimensions under different sections, including Democracy and Press Freedom, the Development of Journalism, Legal Status and Regulatory Provisions, the Status of Nepali Media, the Safety of Journalists, and study findings on press freedom. Bista's work is essential for understanding the literature surrounding press

freedom in Nepal. He also addresses some managerial aspects of Nepali media institutions, discussing their ownership structures and the organization of newsrooms. He identifies several factors influencing media organizations, including money, politics, and technology (Bista, 2017, p. 216). One of the challenges he highlights is the tendency to view media merely as social institutions rather than as industries that can be profitable. Bista points out several issues hindering effective newsroom management, such as a lack of infrastructure, insufficient employee training and safety measures, inadequate social security provisions, and a lack of motivational mechanisms, among others. However, the book only touches on a few aspects of media organization management.

There are some noted literature in the international arena on the management of radio and media as a whole that are; *Managing Radio Stations* (2010) by Brian Lister, Caroline Mitchell, and Tony O'Shea, *Managing Media Work* edited by Mark Deuze and, John Allen Hendricks' *Radio Station Management* (2000) among others.

Managing Radio Stations by Brian Lister, Caroline Mitchell, and Tony O'Shea published in 2010 is a complete guide to the management and operation of radio stations in a rapidly evolving media landscape. It addresses both the technical and creative aspects of radio station management, offering insights from experienced radio professionals. The book is particularly useful for media students, radio practitioners, and individuals aiming to understand the business dynamics of broadcasting.

The book covers a wide range of topics essential to running a radio station, including: management and leadership with focus on how to manage radio staff, deal with budgets and maintain operational efficiency, programming and content with focus on how radio stations plan their content, marketing and audience engagement

exploring strategies radio stations use to reach their audience for branding, promotion and digital engagement, technological challenges discussing on how technology reshapes broadcasting and how radio stations can adapt to changes such as online streaming, podcasting and the rise of mobile listening and the book also discusses upon legal and ethical considerations in managing radio stations under the Regulatory Framework section.

The book's strength lies in its ability to balance the practical with the theoretical. By blending first-hand experiences from professionals with broader media theory, the authors present a detailed picture of what it takes to successfully manage a radio station. The major strength of the book is the comprehensive coverage of every aspect of radio management, from financial planning to creative programming. The real-world examples have further contributed to name the book practical and grounded.

Additionally, the discussion on the convergence of radio with digital platforms is relevant in today's radio industry. However, the book is not out of weaknesses. Although the book reveals the management practices well, its focus is primarily on UK radio. Given the rapid development of media technology, some sections of the book related to social media and streaming is now seem outdated. Compared to other texts in the field, such as Hendricks' *Radio Station Management* (2000) which provides a practical framework for understanding the inner workings of a radio station, *Managing Radio Stations* is more pragmatic, offering a blend of business management with insights on content creation and audience engagement. The book complements academic works on media management by adding practical examples and case studies that are grounded in day-to-day operations.

The book also complements general media management texts, such as *Managing Media Work* edited by Mark Deuze, which explore the challenges media managers face in a broader, multimedia environment. John Allen Hendricks' *Radio Station Management* (2000) is a comprehensive guide to the practical aspects of running a radio station. It covers both the operational and strategic elements involved in managing a radio station, offering insight into the unique challenges of the radio industry. The book opens with an exploration of the role and responsibilities of a station manager, highlighting the skills necessary for success in this position. Hendricks emphasizes leadership, communication, and strategic thinking as critical management qualities.

This book also discusses the organizational internal structure and emphasizes the importance of interdepartmental coordination to ensure smooth station operations. The book discusses on Programming and Content Creation highlighting the importance of the role of research and ratings in shaping programming decisions. The book chiefly focuses on the sales and revenue generation highlighting the financial aspects of radio station management providing the strategies for building strong sales teams and maximize advertising revenue.

This book also addresses legal framework that governs radio stations. The book discusses on the technological development impacting radio including digital transmission and the internet. The book explores the challenges of radio stations and suggests radio managers to adapt to industry changes by embracing new technologies and audience trends. John Allen Hendricks' *Radio Station Management* provides a practical framework for understanding the inner workings of a radio station. The literature focused on the management of Television stations is even few in volume in comparison to Radio station management. The book *Nepal ma Television: Bikas Ra*

Bahas (2012) [*Television in Nepal: Development and Debate*] written by Tanka Upreti has touched upon some aspects of Television media in Nepal including early experience of Television practice in Nepal, the realization of the need of television media, the debate on the rational of TV media, the establishment of Nepal Television, institutional development of television media in Nepal, private sector entry into TV sector, the practice of community television in Nepal among others. Upreti (2012) says Nepalese began to watch the Indian television channel *Door Darshan* through an antenna in since 1973 and, Harisharan Shrestha, a resident of Dillibazar managed to make a dish Antenna and receiver on his own and started to watch television.

Upreti (2012) mentions that Harisharan Shrestha also began cable television on the 12th of May, 1987 at Pokhara by distributing television signals to 20 to 25 houses within the premise of Indian Pension Camp. The institutional development of Television media in Nepal began only after the establishment of Nepal Television, the first Television of the country on December 21, 1985, to create national awareness among Nepali people for the development of the country's cultural heritage, preservation of natural resources and national interest (Upreti, 2012, p. 51).

During the Panchayat period, Nepal Television was loyal to the monarchy, but after the restoration of democracy in 1990, Nepal Television enjoyed more liberty and took a policy for its self-sustained economy through the professional operation of Nepal Television (Upreti, 2012).

For the beginning of Community Television in Nepal, Upreti (2012) identifies Ratna Cable Television in the Palpa district as the first community TV, which produced local TV programs and broadcasts from Cable Television Network since 1991 (Upreti, 2012, p. 83). Later, Environment Youth Group, Jhhapa started Jhhapa Channel in 2001, Gandaki Community Television Pokhara in 2007, and Lumbini

Community Television from Butwal in 2007 among others and these all community televisions were run under the ownership of NGOs, Cooperatives, and Groups (Upreti, 2012). This book seems useful to gain brief knowledge on the commencement of Television media in Nepal from a historical perspective but fails to shed light on the management part of television organizations.

2.3.3 Review of Law and Policy related to Broadcast Media Management

The management of any broadcast media organization is guided by relevant policies and prevailing laws of the country. These encompass acts, regulations, policies, procedures, directives, guidelines, a code of ethics along with other written provisions. Given the state's ongoing priority to ensure proper oversight of the broadcast sector, various legal provisions are introduced to regulate and standardize its operations. Such legal provisions do help the management practices of the broadcast media. In the context of Nepal, although there is no single Act, rule, regulation, or policy which is solely focused on the management part of the broadcast media organizations, some provisions specifically addressing their management parts could be seen in some Acts, rules, regulations, and policies regarding broadcast media.

The *National Mass Communication Policy 1992* of the country had many provisions regarding the management part of broadcast media organizations. It has suggested the need for a separate Act to guide radio and television broadcasting. The policy has been recognized as the first guiding policy to allow private sector investment in radio and television media. *National Mass Communication Policy 1992* has allowed the private and corporate sectors to own certain FM radio Frequencies to broadcast educational and entertainment programs (p.4).

The policy suggested increasing private sector participation in the production of radio and television programs. The policy allowed to allocation of certain broadcasting time to foreign broadcasting institutions if they wanted to broadcast entertainment and educational programs. The policy made a recommendation for Radio Nepal and Nepal Television to begin commercial service. This policy has become a milestone for state-owned Radio Nepal and Nepal Television to generate revenue through advertisements. The policy has recommended increasing professional and competitive competencies for Radio Nepal and Nepal Television to generate income on their own rather only relying on government funds.

The policy paved the way for the introduction of *National Broadcasting Act* (1992) and *National Broadcasting Regulations* (1995), that shaped Nepal's broadcasting landscape by setting the foundation for media regulation.

The *Long-term Communication Policy 2003* has a separate policy for the broadcast media sector. The policy even categorizes Radio and Television media separately and has made several policy provisions. The policy has suggested establishing a National Broadcasting Authority to regularize the broadcasting sector of the country. The policy has suggested joint investment from the private and government sectors to develop the broadcasting sector of the country. The policy has suggested categorizing private-sector broadcasting intuitions as per their objectives.

The High-Level Committee on Information and Communication formed in 2016 and chaired by Kashi Raj Dahal prepared and submitted the *National Mass Communication Policy 2016* to the Government with various recommendations including the management of broadcast media in the country. The Committee recommended to categorize radio and television media into public service, community, and private while issuing licenses. The National Mass Communication

Policy 2016 outlines various forms of community radio, including those operated by consumer groups, local government bodies, public transportation services, and organizations focused on climate change, weather, public health, and agriculture. It also includes community and educational broadcasters run by NGOs, local clubs, trusts, and other not-for-profit entities that serve the public interest. Shree Ram Khanal (2016) categorizes community radio into five different models as Cooperative model, the NGO Model, the Local administration model, the University model, and the Religious Model.

The *National Mass Communication Policy* (2016) also recommends allowing local-level government and universities to run FM radio up to 30 watts. But, the policy has recommended community broadcasters not to broadcast and rebroadcast other station's programs exceeding 20 percent while private FM stations are also not allowed to broadcast other station's programs as per the networking model exceeding 20 percent of the total broadcasting time. This policy also recommended establishing the National Public Service Broadcaster uniting Radio Nepal and Nepal Television.

Although there are several Acts, Regulations, and Policies to regularize the government-owned broadcast media, the management of government media is considered weak due to its accountability to the government rather than to the public and also the government control and the burden of massive rules, regulations and directives (Nepali Media Sambandhi Niyemharu ko Punarawalokan, Byabasayikata, Chautauti ra Awasar, 2002).

Shramjibi Patrakar Yen 2051 (Working Journalist Act, 1993) is also attracted to the human resource management of broadcast media organizations including Radio Nepal and Nepal Television. Broadcast media have to follow the provisions of the Act such as issuing recruitment letters to employees, providing opportunities for their

career development, providing remuneration and basic facilities, ensuring minimum wages, maintaining working hours, granting leaves and other benefits including ensuring workplace safety among others. For financial and procurement management, Radio Nepal and Nepal Television as government-owned broadcast media have to comply with all financial obligations, guidelines, and procedures enacted by the government. Their account management is run under the guidelines of the Office of Financial Comptroller and should be audited by the Office of the Finance Attorney General. Besides, Radio Nepal and Nepal Televisions have regulations that address all the issues concerning human resources, finance, production, and daily operations among others.

For Community Radio and Television, there are various Acts attracted for the establishment and operations of these media because they are run by Community Groups, Cooperatives, NGOs and INGOs, local bodies, charities, and religious groups and guided by concerned Acts. While the majority of private radio and televisions are established and run under the Company Act, the management of these institutions is guided accordingly. For regulatory purposes, the Press Council Nepal, and the Information and Broadcast Department of the Government are responsible for the overall supervision of broadcast media of the country.

Aam Sanchar Niti 2073 (The Mass Communication Policy 2016) has also classified broadcast media under various categories. Dahal and Sigdel (2016) review the policy and find National, provincial, and Local broadcast media based on geography, service-oriented, commercial objective based on objectives, self-employment, small, medium, and big on the basis of investment, public service, commercial and community based on sectorial policy. For the types of community radio, Dahal and Sigdel (2016, p. 12) review clause 3.4.1 of the policy, identifying

community radio types, including consumer groups, local bodies, government agencies related to public services, climate change, health, and agriculture, as well as NGOs, cooperatives, local clubs, trusts, and educational institutions.

2.4 Research Gap

The literature review for this study has been broadly categorized into two parts: international context and national context, with the identified gaps grouped accordingly. In the international context, a conspicuous research gap in broadcast media management is evident. Firstly, there is a relative scarcity of research in the area of broadcast media management, with the majority of research in media management focusing more on print media, while electronic media receives limited attention.

Secondly, there is a negligible volume of research in the applied field of media management, particularly concerning radio and television stations. Thirdly, the understandings and perceptions of broadcast media managers, media management intellectuals, and scholars regarding the concept and nature of media management have not been adequately explored so far. Few studies have assessed the management practices of radio and television stations in the international context.

The most notable research gap in the field of media management or broadcast media management is the insufficient contribution of scholars in developing a separate set of theories for media management. The majority of research has focused on determining how general management approaches fit into the media context, rather than developing media industry-specific management theories. The literature review on media management or broadcast media management indicates that inadequate research has been conducted so far in measuring management performance, effectiveness, and professionalism in the management practices of radio and

television stations. After reviewing the literature in these areas, it is also acknowledged that scholars hold divergent opinions on the evolution of the media management field and media economics. Albarran (2011) argues that the field of media management predates the field of media economics, while some other scholars argue that the media management field effectively evolved only after the emergence of media economics.

Moreover, Albarran (2011) contends that both the fields of media management and media economics have been in existence for almost 75 years already by 2015, whereas other scholars, including Kung (2007), consider media management to be the youngest field of study. Books are found written on the practical approach of management in radio and television separately such as John Allen Hendricks' *Radio Station Management* (2000), *Managing Radio Stations* (2010) by Brian Lister, Caroline Mitchell, and Tony O'Shea among others but significantly lacks the literature discussed upon overall broadcast media in a single book or study.

Regarding the research gap in the Nepali context, no comprehensive literature specifically focused on media management and broadcast media management can be identified. Apart from a few research articles, no books have been published on media management so far. Furthermore, research on the management practices of radio and television stations is lacking.

There have been no studies assessing the knowledge of media managers regarding the concept and nature of media management, exploring the management practices of radio and television stations, or measuring professionalism in media management. No research has been conducted to ascertain how Nepali media organizations are managed, and what management philosophies, approaches, and styles they employ in their organizations.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals with the research design, tools, technique and procedure of data collection and analysis applied in this thesis. Research design involves the intersection of philosophical assumption, strategies of inquiry, and specific methods (Creswell, 2009). Research design includes the research method, the definition of population and sample and, strategies for data collection and analysis.

The research design of this study has been based on mixed methods research, which is recognized as the most suitable research design if all the research questions cannot be better answered either from one method, be it quantitative or qualitative (Creswell, 2009). As the study is based on mixed method research design, the research assumptions of this study incline both positivism and interpretivism. Though positivism and interpretivism are opposite and contradictory to each other, the combination of both philosophies in the same study is also possible (Roth and Mehta, 2002).

This chapter also discusses the nature of research whether it is explanatory or exploratory, descriptive or analytical, deductive or inductive, and the nature of data and the tools of data collection and analysis. The methodology chapter also includes the theoretical framework and sheds light on the demographic characteristics of the respondents of the survey.

3.2 Theoretical Framework

Various management theories have been reviewed in this study relating to the management of radio and television stations under the two broad categories i.e. general management or organizational approach and media-industry specific

management approach. However, the *human relations theory* of management has been selected for the theoretical foundation of the study. Human Relations Theory is particularly relevant to the management of radio and television stations because the media industry thrives on creativity, innovation, and intellectual engagement. This theory, developed by Elton Mayo and his colleagues in the 1930s, emphasizes the importance of social relationships, employee well-being, and motivation in the workplace.

Human Relation Theory

Behavioral or human relations management emerged in the 1920s and dealt with the human aspects of organizations. It has been referred to as the neoclassical school because it was initially a reaction to the shortcomings of the classical approaches to management. The human relations movement began with the Hawthorne Studies and was enriched with the contributions from many other scholars. Elton Mayo and his associates carried out an extensive study and investigation at the Hawthorne Plant at Western Electric Company of USA from 1927 to 1932.

According to Robbins and DeCenzo (2001), the Hawthorne Studies revealed that behavior and emotions are closely interconnected, with group dynamics significantly influencing individual actions. The findings indicated that group standards play a crucial role in determining worker productivity, often outweighing monetary incentives. Instead, factors such as group norms, collective sentiments, and a sense of security were found to be more influential in shaping output.

This research provided the foundation for an entirely new approach to management, known as the human relations movement. The basic premise underlying the human relations movement was that people respond primarily to their social environment, that motivation depends more on social needs than on economic needs,

and that satisfied employees work harder than unsatisfied employees. This perspective presented a fundamental shift away from the philosophy and values of scientific management and classical organization theory. The Hawthorne Studies are significant because they demonstrated the important influence of human factors on worker productivity. Human Relation theory primarily emphasizes on giving employee centered leadership, participating employees in decision making, communicating with them and following democratic style of management.

According to Robbins and DeCenzo (2001), McGregor and Abraham Maslow are others who developed the human relations approach to management. McGregor developed the concepts of Theory X and Theory Y. Theory X tables a pessimistic view of workers, whereas Theory Y has a more optimistic perspective. McGregor advocated the adoption of Theory Y. Maslow, another pioneer in the human relations movement, developed the well-known hierarchy of human needs, which assumes that motivation arises from a hierarchical series of needs. As the needs of each level are satisfied, the individuals progress to the next higher level. This study has examined the management practice of Nepali broadcast media from the human relation theory of management.

3.3 Research Methods

This study employs surveys, in-depth interviews, and observation as data collection methods. Given its focus on management practices in Nepali radio and television stations, data is gathered using both quantitative and qualitative approaches within a mixed-methods research design. The study utilizes both primary and secondary data sources.

The data collected from the questionnaire survey and in-depth interviews are primary while the data collected for the review of legal provisions and policy issues

related to the management of radio and TV stations are secondary. The data collected from observation are primary, though the observation can also be considered as a qualitative tool.

3.3.1 Survey Research

Survey research provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population. Survey research includes cross-sectional and longitudinal studies using questionnaires or structured interviews for data collection, with the intent of generalizing from a sample to a population (Babbie, 1990).

Since this study adopts mixed methods research combining both qualitative and quantitative methods, survey research has become an integral part of data collection as surveys are useful ways to obtain both qualitative and quantitative data (Albarran, 2010). The analysis of qualitative survey data can be cumbersome if the number of respondents is large, but the analysis of quantitative survey data is quick through the help of various computer software. Surveys are the most common ways that researchers obtain data for quantitative studies on media management and media economics (Albarran et al., 2010; Beam, 2010, p. 540).

Survey data can use both primary and secondary sources of data. The study carried out by Albarran (2010) found that the Journal of Media Management and Media Economics and the Journal of Media Management used both primary and secondary sources of data in their studies. However, the survey in this study is mostly based on the primary data collection from questionnaire surveys and in-depth interviews.

A key consideration of survey research is how to select the respondents to be surveyed. One approach is to conduct a census, which is an attempt to gather

information about everyone or everything in a population of interest. Conducting a census would be unusual in fields such as political science, public opinion, or sociology, where the populations being studied are typically large, and fluid, and therefore costly (Albarran, 2010, Beam, 2010, p. 542). Barrie Gunter (2000) says that mounting a survey is not simple as it is not just a matter of asking a group of people a few questions, rather it requires much planning and a high level of administration skills to ensure that valid and usable data are obtained.

Surveys can be conducted both physically and online. As it is not possible to include all participants from the target population in the survey, a sampling survey has been done. The target population of the survey in this study is the managers of radio and television stations across the country. The survey includes top-level managers with different titles such as President, Vice president, Chairperson, Vice chairmen, Executive Director, General Manager, and Director General. The survey also includes middle-level and first-line managers but only from the news department, program department, and news and program department (In case news and programs are a joint department). Middle managers refer to the head and deputy heads of these departments while first-line managers refer to the heads of sub-divisions, branches, shift-in charges, and bureau chiefs under the news and/or program departments.

Due to the COVID lockdown in 2021 during the time of data collection, it was not possible to reach out to all respondents physically, so a mailed survey method was adopted through a Google questionnaire. The questionnaire was distributed to the media managers of radio and television stations across the country to get their insights into the understanding of media management, practice of media management, and status of professionalism in the management practices. One hundred managers from

62 broadcast media (radio and television) were approached physically and virtually for the questionnaire survey.

Questionnaire Survey

As survey research is one of the major tools for this study, the questionnaire is important to gather relevant data to fulfill the objectives of the study. Therefore, the study is mainly focused on finding the broadcast management practices of the country, it is highly important to find out various practices such as what management theories and approaches they follow, how they practice planning, leading, organizing, and controlling, which management styles they apply, how do they manage human resources. The study also aims to explore the status of the management in broadcast media by identifying the strengths, weaknesses, opportunities, and challenges besides finding the unique features of broadcast media management.

The questions are developed to address all the concerns stated in the objectives. In total 30 questions are incorporated into the questionnaire grouping them to meet the objectives of the study. Mostly closed-ended questions are included to get the specific data while a few open-ended questions are also asked to get the opinions of the respondents. The questions were first prepared and had a pilot test on a narrow group of respondents.

A pilot questionnaire test was conducted with 15 managers from Radio Nepal and Nepal Television. Based on the results, the questions were revised before distribution to a larger group of respondents. While Google Forms were used for distribution, not all respondents returned the forms, so the remaining participants were approached in person. The questionnaire included Likert scale and multiple-choice questions, which were analyzed using Likert charts, bar diagrams, graphs, and pie charts. Analyzing qualitative survey data can be challenging with a large number of

respondents. Therefore, researchers should use fixed-response questions to generate quantitative data, allowing for efficient analysis with statistical software (Albarran, 2010). If the respondents are small in size, a qualitative survey with open-ended questions can be adopted. In this study, both qualitative and quantitative survey data have been collected as the entire research has been based on mixed methods research combining both qualitative and quantitative methods.

Population and Sample of the Questionnaire Survey

In survey research, selecting respondents is crucial. One approach is a census, which collects data from the entire population of interest. However, in social sciences, where populations are often large and dynamic, conducting a census is typically impractical and costly (Albarran, 2010, p. 542). Therefore, sampling method of data collection can be appropriate in collecting the data for the research.

Samples are classified into two main types: probability and non-probability sampling. Probability sampling ensures that every individual has an equal chance of selection, while non-probability sampling does not. Due to its complexity and cost, probability sampling is less commonly used in management research (Albarran, 2010, p. 543). This study employed non-probability sampling, as the population characteristics were unknown and the goal was not to generalize findings. Specifically, purposive sampling was used.

According to the Department of Information and Broadcasting, as of February 17, 2022, there are 931 licensed radio stations and 186 television stations. However, there is no available data on the total number of media managers in these organizations. Additionally, the size and structure of each media outlet can vary significantly, making it impractical to assume uniform characteristics and number of manager. Consequently, non-probability sampling would be deemed appropriate.

Therefore non probability sampling can be appropriate even in this study as the total population of managers from radio and television stations is unknown. The respondents were selected from various strata based on broadcast media type (radio or TV), ownership type (government, community, private), organization size (large or small), and geographical division (within or outside the Kathmandu valley). A detailed list of the participating managers in the survey is included in the Appendix B. The sample size for each category is outlined in Table 3.1 below:

Table 3.1

Population and sample design

S.N	Category of Media and Ownership	Sample Size of Respondents	Sample Size of Media	Total Population of Media
1.	Government	10	2	2
	<i>Radio</i>	5	1	1
	<i>TV</i>	5	1	1
2.	Community/non commercial	40	30	507
	<i>Radio</i>	35	25	490
	<i>TV</i>	5	5	17
3.	Private	50	30	587
	<i>Radio</i>	20	10	422
	<i>TV</i>	30	20	165
Total		100	62	1096

Source: Field Survey 2021

In summary, 100 broadcast media managers are selected from 62 radio and television stations under purposive sampling method. The sample size of the respondents is greater than the sample size of media because more than two managers from some big media have participated in the questionnaire. In the study the survey includes 62 broadcast media stations (36 radio and 26 TV) out of total 1,096 broadcast media (931 radio and 186 TV deducting 21 radio and TV stations whose

ownership is not identified). 62 broadcast media have been selected as sample unit from the total 1096 radio and TV media. The sample size resembles 5.66 percent which is more than the minimum required sample size of 3 percent (Paudel, 2023). The Department of Information and Broadcasting has not categorized the ownership types of broadcast media, this study has categorized them into government, community, and private media being based on their registration status, as the government has also not officially differentiated them through any Act.

For the sample size of respondents, 100 broadcast media managers are selected under purposive sampling method, among which 10 media managers (5 from radio and 5 from television) from government broadcast media, 40 media managers (35 from radio and 5 from TV) from community or non commercial broadcast media and 50 media managers (20 from radio and 30 from TV) from private broadcast media have been selected. For the selection of unit of broadcast media organization (radio and television), simple random sampling method (lottery) was used.

For the selection of respondents from these radio and television organization registered in the Department of Information and Broadcasting under the categories of government, community or non-commercial and private broadcast media were determined purposively representing each category of broadcast media organization as shown in the Table 3.1.

3.3.2 In-depth Interview

Interviewees are defined as the purposeful conversation between interviewees and interviewers on any subject matter. Interviews are considered one of the best tools to extract information, opinions, ideas, and thoughts from the interviewees. It is used to gain new knowledge but sometimes it is also used to verify and further elaborate the existing knowledge. There are various types of interviews, among which an in-

depth interview is very effective for going deep inside any subject matter and extracting ideas, opinions, thoughts, experiences, and trends on any issues and subjects. It is a useful tool when the focus of the researcher is on people's experiences and opinions (Koirala, 2018, pp. 107). Doyle and Frith (2006) agree that one of the most important sources of information about management practices in the media industry is people and to gather information from media managers or other industry practitioners, the two most commonly used research methods are interviews and questionnaires .

As the mixed methodology was applied in this study, an in-depth interview, as one of the major tools of qualitative data collection, was conducted to get the insights of broadcast media managers and broadcast media scholars on different aspects of management in the broadcast media organization. The in-depth interview was designed to verify, test, and elaborate the objective answers obtained from the broadcast managers across the country through a questionnaire. Ten persons including top managers from Radio and TV stations of all types and categories and media management scholars were approached for an interview.

The interview was semi-structured. Some questions were structured and commonly asked to all but sub-questions were different for different interviewees as per the context and topic. The selection of the interviewees was done under the purposive sampling method. Interviewees were selected from radio and TV stations separately. Managers from government, community or non-commercial, and private radio and TV stations were selected to represent the overall radio and TV industry of the country.

Questions in the in-depth interviews were more of subjective and open-ended type. Interviewees were approached physically and interviewed for about 2 hours

each, which was also recorded in an audio recorder. This study includes 10 in-depth interviews with individuals possessing diverse knowledge and expertise relevant to the theme under investigation. Given that the primary focus of the study revolves around the status of management in broadcast media organizations, individuals such as broadcast media managers, broadcast experts, intellectuals, and media management scholars were approached for interviews to gather their opinions and experiences in management.

The selection of interviewees was carefully crafted to represent the varied nature, size, motive, and ownership of broadcast media organizations. Thus, interviewees were chosen to reflect this diversity, including current and former media managers such as station managers of FM radios, heads of various FM and TV organizations, as well as media management scholars and professors teaching media management in universities.

Furthermore, interviewees were drawn from government-owned, private-sector, and community broadcast media. Among the interviewees, one is a female station manager leading Marsyangdi FM in Lamjung. Others include Ram Krishna Regmee, who has been teaching media management at the university for nearly three decades and has experience as a General Manager at the National News Agency. Raghu Mainali is a prominent advocate for FM radio establishment in the country and a pioneer in community radio operations not only in Nepal but also in many developing countries.

Tapanath Shukla has served as a double-tenure general manager of Nepal Television and Radio Nepal, with experience leading several private-sector television networks. Fulman Bal Tamang, General Manager of Nepal Television, Buddhi Bahadur K.C., the Executive Director of Radio Nepal, and Sabeen Sharma, Station

Manager of Radio Sagarmatha, the first community radio in Nepal and South Asia. Deepak Acharya, Executive Director of CIN (Community Information Network), a network comprising over 270 community radios in the country. Lastly, Suresh Paudel, Director of Operations at AP1 Television, a leading private-sector corporate media outlet.

Several questions were prepared in advance, aiming to be posed to all interviewees. These questions were formulated based on the objective answers received from the questionnaire respondents. They served as a foundation for further exploration and elaboration during the in-depth interviews, where additional opinions and insights were sought. Interviewees were approached at their respective locations, according to their convenience.

Initial contact was made via telephone, during which they were briefed about the interview theme, and a mutually convenient time and venue were arranged. For some interviewees, contact was established through email, providing them with comprehensive details about the study and requesting their participation in the interview. Before the interviews, all interviewees were informed about the audio recording of the session and asked to provide their consent. This ensured transparency and allowed for the preservation of the interview content for analysis purposes.

Procedure of In-depth Interview

Interviews with all interviewees were conducted during April, May and June of 2022. Interviewees were arranged at interviewees' offices, residences, and other convenient places as per their choices. Residing media managers were approached at their offices, while former media managers were interviewed at their residences. Some interviews were also undertaken in convenient places in the city center of Kathmandu.

Meena Gurung, station manager of Marsyangdi FM, was interviewed over the telephone at the recording studio of Radio Nepal, Singha Durbar.

All ten interviews followed the same structure and questions except some additional and sub-questions were asked for further clarification of previous answers. Emphasis was given to such questions seeking answers on the status exploration of management trends, practices, problems, and challenges and the specificity of media management. One interview was carried out in English and all other interviews were in Nepali. All the interviews had a duration of around one hour each.

All interviews were digitally recorded on an audio recorder after permission of the interviewees and transferred to a laptop. Then, all interviews were transcribed and translated into English except one which was already in English. During transcribing none of the information including pauses and repetitions was left out. All information was transcribed verbatim. All the files were named by the interviewees' official name, the time, place, and duration of the interview. Transcribed interviews were later analyzed in the following steps:

In the first step, after transcribing all interviews, a short bio of every interviewee was added at the top of his interview to present information on the expertise and experiences of the interviewee that is pertinent to the research.

In the second step, a few relevant themes of the interview were identified that matched the objectives of the study. For example, to know the practice of management in broadcast media organizations, interviewees' were asked to give their opinions on how the management in broadcast media is going. Does broadcast media organization follow management basics like planning, leading, organizing, and controlling, how do they manage human resources, technology, financial resources, time management, and

content management? Some thematic areas were identified as per above mentioned questions.

In the third step, answers were grouped under different themes, and analyzed to meet the objectives of the study.

Sample Design for In-depth Interview

For the qualitative information 10 in-depth interviews are selected purposively because of their involvement and experience in managing radio and television stations, research on media management and their expertise. The detail is presented bellow in Table 3.2:

Table 3.2

Population and sample design for in-depth interview

S.N.	In-depth Interview Group	Sample Size
1	Current Head of Radio	4
2	Current Head of TV	2
3	Media Management Researchers and Scholars	2
4	Broadcast Media Management Experts	2
Total		10

Source: In-depth Interview 2021

The detail of the interview along with the names of interviewees is included in Appendix C.

3.3.3 Observation

Observation is an additional method used to collect relevant data in support of the study's objectives. Observation is a way of gathering data by watching behavior and events. Observing situations, events, and respondents' behavior is a valuable research method, providing direct insights that may not be captured through other data

collection techniques. As suggested by Doyle and Frith (2006), another valuable research tool available to the media management researcher is observation. They further say interviews and questionnaires are necessarily obtrusive methods of getting information from people, observation may be unobtrusive and allow information to be gathered from people in the course of their normal working lives (p. 554).

Sample Design for Observation

This study employed a non-participant observation method. The media selected for observation were chosen purposively to ensure representation from the three major ownership categories of Nepali radio and TV stations—government, community, and private—within the Kathmandu Valley.

Three radio stations and three television stations were selected from the media category, ensuring representation across different ownership structures—government, community, and private.

Table 3.3

Sample design for observation

S.N.	Media	Ownership	Media	Sample Size of Media
1	Radio Nepal	Government	Radio	1
2	Nepal Television	Government	TV	1
3	AP1 TV	Private	TV	1
4	Radio Sagarmatha	Community	Radio	1
5	Ujyalo Network	Private	Radio	1
6	Paryabaran TV	Community	TV	1
Total				6

Source: Field observation 2021

Six broadcast media institutions were observed in the study: Radio Nepal, Nepal Television, Ujyalo Network, Sagarmatha Radio, API Television, and Paryabaran Television. These represent both radio and television across government, private, and community ownership categories. During the observation, the ownership and organizational structure, human resource management, financial management and daily working environment of these media were viewed.

3.4 Research Philosophy

As the research integrates two different academic disciplines— management and humanities— in a single study, the philosophical assumptions and methodology are set accordingly. As this study uses the mixed methods research design, which typically integrates and combines quantitative and qualitative methods to better answer the research questions, its research philosophies or research assumptions are also based on the combination of both positivism and interpretivism, despite their contradictory and opposite views. This study assumes that objective truth regarding the status of the management practices of radio and television stations can be accessed through the quantitative data collection method such as survey. The data collection and analysis of various variables related to both general management and media industry-specific approaches provide insights into management practices that can be extended to the broader broadcast industry.

Key variables examined through quantitative methods include the existence, ownership, and structure of radio and TV stations, planning, leadership, organization, and control practices, recognition of the media industry's unique characteristics, resource mobilization, and the adaptation of management approaches and styles. The study is also based on the interpretivism assumption which accepts knowledge as subjective (Burrell & Morgan, 1979, p. 5). Nevertheless, there is still the practice of

combining both positivism and interpretivism in the same study as suggested by Roth and Mehta (2002). They pointed out that though positivist and interpretivist approaches are sometimes posed as opposed ways of conducting research, these two can be combined. They further say that one form of the interpretive approach assumes that objective truth cannot be known since all attempts to understand “facts” are viewed through various subjective lenses (p. 136).

Roth and Mehta (2002) cite several later writers who maintained that the view of objective truth as unknowable need not prevent researchers from approaching that truth and should not be considered incompatible with interpretive goals (Rappaport, 1979; Rosaldo, 1982; Shankman, 1984a, 1984b; Farrer 1984, as cited in Roth and Mehta, 2002, p. 136). Shankman (1984b) argues that complete objectivity is impossible but it does not mean abandoning the search for objective knowledge or conceding that all versions of reality are equally true (p. 277). This study adopts both positivist and interpretivist philosophies, examining truth through both objective and subjective perspectives. This approach is justified by the study’s three distinct objectives, where positivism and interpretivism are applied based on the nature of each objective.

The debate on whether to select one or more paradigmatic foundations for mixed methods research is ongoing. Tashakkori and Teddlie (2003) present six viewpoints on the selection of the paradigmatic or assumptions in mixed methods research; methods and paradigms are independent to permissible to do mixed methods research, mixed method research is incompatible that's why it is impossible, Mixed methods research is possible but they must be kept separate so that the strengths of each paradigmatic position (e.g. positivism, constructivism) can be realized, single paradigm or assumption should serve as the foundation for mixed methods research,

some scholars purpose the dialectic stance, which does not advocate one paradigm above others but rather sets mixed methods research as intentionally engaging a multiple set of paradigm and their assumptions, some scholars believe that multiple paradigms may serve as the foundation for doing research in the social and behavioral sciences which applies to the mixed methods research. The nature of this research is inductive. The research tends to discuss various established theories of management and examines how they are being practiced in media institutions. The research does not intend to generate new theories of media management under inductive or exploratory research, that's why an explanatory research design is developed in this study. This study adopts descriptive research intending to accurately and systematically describe a population, situation, or phenomenon, often using quantitative data, without delving into cause-and-effect relationships.

3.5 Research Design

This study employs a mixed-methods design to explore broadcast media managers' perceptions and understanding of media management. It aims to determine whether they adopt a media industry-specific management approach, examine the management practices of radio and TV stations to assess whether they follow a general management approach or a combination of both, and evaluate the professionalism of Nepali radio and television stations. The mixed method refers to both qualitative and quantitative approaches in data collection and interpretation under the same study. Mix methods research is the class of research where the researcher mixes or combines quantitative and qualitative research techniques, approaches, concepts, or language in a single study (Johnson and Onwuegbuzie, 2004). As a single method may not be sufficient in gathering and analyzing the data that can better answer the research questions of the study, the mixed methods research

has been applied. According to Creswell and Plano (2007), mixed methods research represents both a research design and a methodology, incorporating underlying philosophical perspectives alongside specific methods of inquiry. As a methodology, it is shaped by philosophical assumptions that influence how data is gathered, analyzed, and how qualitative and quantitative methods are integrated at various stages of the research. As a method, it entails the collection, analysis, and integration of both qualitative and quantitative data within a single study or across multiple studies. The core idea is that combining these two approaches offers a more comprehensive understanding of research questions than relying on either method independently (p. 5).

As a working definition, mixed methods is an approach to inquiry in which the researcher links, in some way (e.g. merges, integrates, connects), both quantitative and qualitative data to provide a unified understanding of a research problem (Creswell & Garret, 2008). Mixed methods research is more than simply collecting and analyzing qualitative and quantitative data, it also involves the use of both approaches in tandem so that the overall strength of a study is greater than either qualitative or quantitative research (Creswell & Plano, 2007).

Mixed methods research has now become established as a legitimate methodological choice and is utilized by many academics and researchers from across a variety of discipline areas. However, there would appear to be no single definition of mixed methods as pointed out by Thurston et al. (2008, p. 3)". The Journal of Mixed Methods Research (2009), in its call for papers, defines mixed methods as research in which the investigator collects, analyses, mixes, and draws inferences from both quantitative and qualitative data in a single study or a program of inquiry.

3.5.1 Mixed Methods Strategies

Creswell (2009) prescribed mixed methods design is useful when only one approach, be it qualitative or quantitative, is inadequate to best understand a research problem. He further explains the three most used designs in mixed methods which are Sequential Mixed Methods procedures, Concurrent Mixed Methods Procedures, and Transformative Mixed Methods Procedures (p. 34). Creswell (2009) explains that Sequential Mixed Methods Procedures involve using one research method to build upon or enhance the findings of another. For instance, a study might start with qualitative interviews to explore a topic in depth, followed by a quantitative survey with a larger sample to allow for broader generalization. Conversely, a researcher might begin with a quantitative approach to test a theory or concept, and then follow up with qualitative methods to gain deeper insights into specific cases or individuals

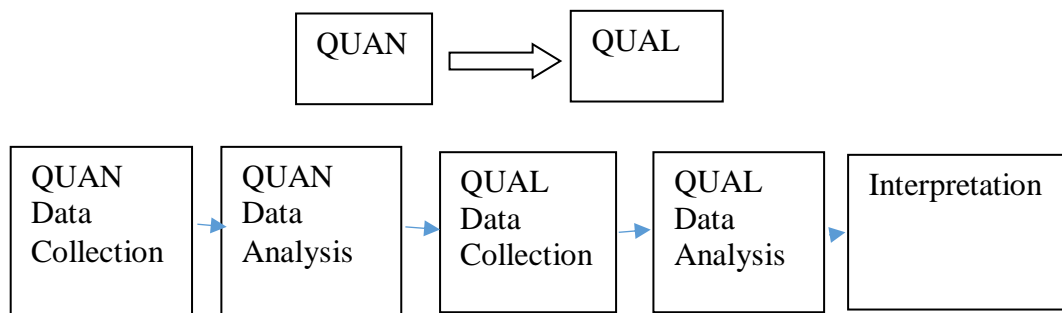
The second design John Creswell suggests is Concurrent Mixed Methods Procedures in which the researcher converges or merges quantitative and qualitative data to provide a comprehensive analysis of the research problem. In this design, an investigator collects both forms of data at the same time and then integrates the information into the interpretation of the overall results (Creswell, 2009).

He further states that the researcher may embed one smaller form of data within another larger data collection to analyze different types of questions (the qualitative addresses the process while the quantitative, the outcomes) in this design. The third most used design in mixed method he explains is Transformative Mixed Methods Procedures, in which the researcher uses a theoretical lens as an overarching perspective within a design that contains both quantitative and qualitative data (p. 34). He explains this lens provides a framework for topics of interest, methods for collecting data, and outcomes or changes anticipated by the study.

This study has adopted the Sequential Mixed Methods (as shown in the Figure 3.2) where first quantitative data were collected through a questionnaire survey and, based on the quantitative data; further data of a qualitative nature was collected to best answer the research questions of the study. Qualitative data such as the perception and insights of media managers and media management scholars (in in-depth interview) on various management concerns were felt needed to determine the existing practices of management in broadcast media organizations. The objective information media managers provided through the questionnaire was further elaborated and expanded by in-depth interviews with ten selected media managers, media management intellectuals, and scholars.

Figure 3.1

Sequential explanatory design



Source: Compiled from different sources

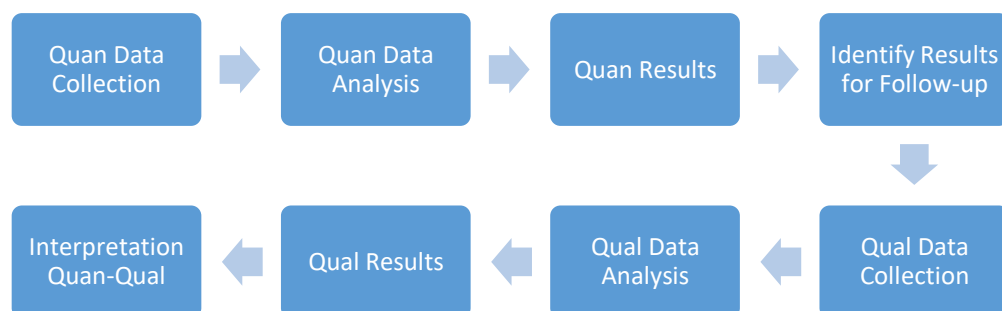
First, the quantitative method has been used for the data collection to determine how radio and television stations practice management in their organizations, specifically whether they follow a general management approach, a media industry-specific management approach, or both. In more detail, the quantitative method collects data on whether Nepali radio and television stations apply contemporary management approaches, theories, principles, and styles in their organizations. It also investigates if they sufficiently attend to planning, organizing, leading, and controlling, if they practice management professionally, and if they

believe special considerations are needed for handling media organizations, among other management-related information. Then, the descriptive method has been used to analyze these data. The statistics obtained from the questionnaire in these areas were further explained and elaborated to meet the objectives of the study. Besides, qualitative data were also separately collected through in-depth interviews to further elaborate and strengthen the quantitative findings and determine the current status of management practices including strengths, weaknesses, opportunities, and threats of Nepali radio and TV management along with gathering suggestions for improvements.

There are two variants of the Explanatory Design: the follow-up explanations model and the participant selection model (Creswell & Plano Clark, 2007). In the Follow-up Explanatory Model, researchers begin with quantitative data and identify particular results such as significant group differences, outliers, or surprising outcomes that require further exploration. To clarify these findings, they then gather qualitative data from individuals who are most suited to provide insight. The Participant Selection Model, on the other hand, involves using quantitative data to identify and deliberately choose participants for a subsequent, detailed qualitative investigation. This study adopts Follow-up Explanatory Models as presented below:

Figure 3.2

Mix method research Design



Source: Creswell and Plano Clark, 2007

3.5.2 The Rational behind the Selection of Mixed Methods Research Design

The rationale for using more than one method is commonly discussed in the literature as a means to add new perspectives and offer a “richer and more comprehensive picture of the issue under investigation” (Foss & Ellefsen, 2002). One frequently stated rationale is that society and social phenomena are complex and that one method is not sufficient to represent this complexity (Greene et al., 2001). Teddlie and Tashakkori (2003) believe that mixed methods research can answer research questions that the other methodologies cannot. Onwuegbuzie and Leech (2005) argue that mono-method research is the biggest threat to the advancement of the social sciences, and particularly point to the benefits of mixing quantitative and qualitative methods. As this research tends to be an equal blend of media and management studies, management studies have also accepted mixed methods research.

Cameron and Molia-Azorin (2011) believe that the strong advocates of the multi-methodology or pluralism in management research are Mingers (1997), Mingers and Gill (1997), and Currall and Towler (2003). This supports that the use of mixed method in management research is prevalent. The selection of the research approach depends on the research problem (Creswell, 2009). As Creswell (2009) believes that the quantitative approach is the best approach to use to test theory or explanation, this research also intends to test the application of theories of general management and media industry-specific management into practice.

On the other hand, the qualitative approach is suitable if a concept or phenomenon needs to be understood because little research has been done on it (Creswell, 2009). While this research on broadcast media management is completely new in the context of Nepali radio and TV stations, the qualitative approach is also appropriate to apply.

Thus, to fully address all the research problems both approaches should be combined leading to the mixed methods research approach referred to by Creswell (2009) as the third paradigm of the research design. Creswell (2009) argues that mixed methods design is valuable when neither quantitative nor qualitative approaches alone are sufficient to fully grasp a research problem, or when the strengths of both methods can together offer a more complete understanding.

For instance, a researcher might aim to both generalize findings to a larger population and also gain a deep, detailed understanding of how individuals experience or interpret a particular phenomenon or concept

This study has also adopted mixed methods design to gain the best understand of the research problem as argued by Creswell.

3.6 Data Collection

Primary and Secondary data have been collected in the study. Primary data were collected through a questionnaire survey, in-depth interviews with broadcast media managers, broadcast media management experts, media managers researchers and scholars. Primary data were also collected from field study and observation. The data were collected by administering a multiple choice questions in survey and, structured and open ended questions in in-depth interviews.

The questionnaire survey was conducted through online and physical and in-depth interviews were conducted physically. The samples of questionnaire survey and in-depth interviews are presented in Appendix A and Appendix D respectively.

Secondary data was collected from different sources. For this, legal provisions related to the management of broadcast media, media policy and Acts, relevant reports, periodicals, books, seminar papers and research reports are used as secondary data.

3.7 Characteristics of the Respondents

Table 3.4

Demographic characteristics of participants

Characteristics	Frequency	Percentage
Total (Overall)	100	100
Gender		
Male	85	85%
Female	15	15%
Age		
18-24	10	10%
25-35	50	50%
36-45	25	25%
Above 45	15	15%
Media		
Radio	60	60%
TV	40	40%
Nature		
Government or public	10	10%
Private	50	50%
Community	40	40%
Education		
PhD	2	2%
Masters	45	45%
Bachelor	43	43%
Intermediate	10	10%
SEE	-	
Educational Background		
Media and Journalism	10	10%
Management	20	20%
Both	15	15%
Others	55	55%

Source: Questionnaire survey, 2021

A total of 100 broadcast media managers working in 62 radio and TV stations across the country have been selected as respondents for the survey. Respondents are selected representing in terms of media; radio, TV, ownership; Government, community and private, level of managers; top level, middle level, and first line, gender; male and female among others. In the questionnaire survey, 30 questions have been included in total, in which some questions are designed to examine the level of knowledge of broadcast media managers on the concept and nature of media management. Some questions are designed to explore the status of the management practice of Nepali radio and television stations and the state of professionalism in their management practices.

The questionnaire was first tested among narrow group of respondents as part of the pilot test and later modified the questionnaire after the analysis of the result of pilot test before launching questionnaire survey in a full-fledged manner to the wider group of respondents. The survey was conducted both physically and virtually by developing Google Forms and sent to respondents through E-mail, Messenger, What Sapp, and WeChat. The survey gathered information on whether Nepali radio and TV stations practice management from the media industry-specific management approach or general management approach or both.

This survey gathers information about the knowledge of broadcast media managers in understanding the concept and nature of media management, their perceptions on the specialty of the media industry and information products, and necessity of managing media organizations differently than other organizations. The survey also gathered information to explore the existing management practices of Nepali radio and television stations as well as exploring the state of professionalism in

management practices. As the study adopts non-probability sampling, respondents were selected in terms of purposive-convenience procedures.

3.8 Data Analysis

This chapter outlines the methods for data analysis, which may include statistical techniques for quantitative data and thematic analysis for qualitative data. Both quantitative and qualitative nature of data have been collected in this study under the mixed methods research designs. The quantitative method has been used to collect data regarding broadcast media managers' understanding and perception on the concept and distinct nature of media management, management practices they follow in their organizations and their professionalisms in practicing management.

On the other hand, to further elaborate, expand and reinforce these quantitative findings, the qualitative data were collected through in-depth interviews to get insights of broadcast media executives, media management scholars, and intellects. Besides, qualitative data were collected to explore the existing challenges and problems of management in broadcast media and to assemble recommendations and suggestions for improvement in the management practices.

The quantitative data has been put under different tables, charts, and diagrams to determine the frequency of the respondents answering survey questions that are designed as per the research questions of the study and later interpreted separately. SPSS tool is used to generate descriptive statistics such as mean and standard deviation. Additionally, qualitative data i.e. in-depth interviews are grouped under various thematic areas and analyzed.

Hardy and Bryman (2004) say that, although data analysis is something more than data reduction, it is also true that paring down and condensing vast amounts of data is a major preoccupation of all analysts. Therefore, in this study, the data

received from questionnaire survey are also paired in different tables and charts as per the objectives of the study (p.4).Becker (1958) says that both quantitative and qualitative methods treat frequency as a springboard for analysis. In the course of quantitative data analysis, the practitioners are bound to be concerned with issues to do with the numbers and proportions of people holding certain views of engaging in different types of behavior. However, frequency is a component of qualitative data analysis as well. There are two ways in which this occurs.

Firstly, qualitative researchers often use quantitative terms such as 'most', 'many', 'often', and 'sometimes' (Becker, 1958). In research on media management and economics, typical units of analysis are the individual, the firm, the market, the industry; the nation, the household, the article, the television program, or the film (Albarran et al., 2010; Beam, 2010). In media management, the firm is considered the most common unit of analysis. Typical variables used' to characterize firms include such things as the number of individuals the firm employs, the firm's ownership structure, the number of years it has been in business, the firm's revenues, and the firm's profit margins (Albarran et al., 2010; Beam, 2010, p. 531).

Beam (2010) says, that in research on media management and media economics, common nominal variables would be the type of media firm (newspaper, television, magazine), type of television program (news, entertainment, sports), or type of ownership structure (public, quasi-public, private). In this study, the type of ownership structure has been examined as government, community, and private. The techniques used for the analysis of quantitative data can be grouped into three broad categories of analysis: Univariate analysis, bivariate analysis, and multivariate analysis (Babbie, 1992, pp. 389-408). Univariate analysis focuses on the examination of the distribution of answers for a single variable. Descriptive research relies heavily

on univariate analysis. Findings of univariate analysis are presented in percentages. In bivariate analyses, researchers examine the relationship between two variables. In this study, the univariate analysis has been done to present the findings in percentage for the quantitative data received through a questionnaire survey. For qualitative data, narrative analysis and thematic analysis methods have been used. Narrative analysis has been done to tell the story and experience of media managers in leading their media organizations and thematic analysis has been used to put all the insights expressed by interviewees of in-depth interviews under different thematic areas.

3.9 Rationale of the Study

As this research integrates media study and management study under the single study, the mixed method research design is, therefore, best suited. The study adopts a mixed-methods research design, which is deemed appropriate when addressing diverse research questions that cannot be adequately answered through a single method.

This design facilitates a more comprehensive exploration of the topic. Mixed method research design is useful to identify the trend of the management practices of radio and television stations through gathering quantitative data, whereas the interpretation and analysis of numerical data demand the use of a qualitative approach to research at the same time.

The research focuses on the exploration of the status of the management of radio and television stations from both perspectives of identifying which management approach they practice and how they practice it. In fulfilling the research objectives observations, in-depth interviews and, questionnaire surveys are carried out besides analyzing the literature in the field.

Questionnaire surveys and in-depth interviews are two primary methods representing quantitative and qualitative research under the mixed methods research design. The research also intends to identify the distinct nature of media management which can be drawn from the perceptions of media managers who have real-life experience to manage the media.

No detailed research has been done so far in exploring the management practices of Nepali broadcast media. In this study Kathmandu based Radio and Television stations are selected for the observation of their management practices. Radio Nepal and Nepal Television have been selected because they are the first radio and TV stations of Nepal which represent government broadcast media.

AP1 television is selected for the study as it represents the latest technology-based media that runs popular reality TV shows and represents a big investment private television, Paryabaran TV is selected as a community television, Sagarmatha Radio is selected for being the first leading community radio in the country and Ujyalo Network is the radio network of private radio stations.

The study of these media reflects the nature of the entire radio and TV industry of Nepal and presents the general trend in management practices. These are the different categories of radio and television stations in terms of size, nature, objectives, ownership, and control and their study of them gives the overall picture of the entire broadcast media management practices.

CHAPTER IV
BROADCAST MEDIA MANAGERS' PERCEPTIONS ON MEDIA
MANAGEMENT AND ITS DISTINCT NATURE

4.1 Introduction

The perception of broadcast media managers regarding media management and its distinct characteristics is crucial for determining whether they approach management practices in their organizations with an understanding of the media management field. As media management is widely regarded as a relatively new academic discipline, it is essential to first assess the knowledge and comprehension of broadcast media managers concerning the unique nature and characteristics of the media industry and its products. Evaluating their understanding of media management is critical in ascertaining whether they consciously apply management principles within their organizations.

This study aims to explore broadcast media managers' knowledge in key areas, including their familiarity with the term "media management," their understanding of its definition, their opinions on the need of media study background for media managers, their awareness of the goals of media organizations, and their perceptions of the distinctiveness of media management for many reasons particularly in its dual focus on human resources and technical tools, the unique nature of each media product (e.g., print, broadcast, or digital), the creative aspects of the media industry, the necessity of accountability to the public, and the specialized labor required as opposed to general physical head-count management.

Additionally, the research investigates managers' views on which department in media organizations they consider to be the most important. These areas of inquiry

are first analyzed through data obtained from a survey and later tested, elaborated and strengthened from in-depth interviews and observation.

4.2 Acquaintance with the Term Media Management

Respondents were asked whether they heard about media management or not.

The detail is presented in the following Table 4.1.

Table 4.1

Heard the term media management

S.N.	Heard the term media management	Number	Percentage
1	Often	90	90
2	Never	1	1
3	Sometimes	8	6
4	Don't Know	1	1
Total		100	100

Source: Survey, 2021

Table 4.1 shows the answers of respondents whether they have heard the term media management or not. Out of 100 respondents, 90 respondents said they often heard it, while 8 respondents said sometimes and 1 said never heard about it. Thus, 98 percent of respondents have heard about media management. This indicates that broadcast media managers of the country are familiar and well acquainted with the term media management.

4.3 Knowledge of Broadcast Media Managers over the Meaning of Media Management

Broadcast media managers were asked about the meaning of media management to determine whether they knew the concept of media management or

not. 100 respondents were asked to answer the question on what refers to media management. The detailed answer of respondents is presented below in Table 4.2.

Table 4.2

Meaning of media management

S.N.	Respondents knowledge	Number	Percentage
1	Overall management of media institutions.	78	78
2	Management of technical devices	0	0
3	Management of production and presentation of media contents	19	19
4	Don't Know	3	3
Total		100	100

Source: Survey, 2021

Table 4.2 shows that 78 percent of broadcast media managers said they perceived media management as the overall management of media organization, 19 percent said they understood media management as the management of production and presentation of media contents, and 3 percent said they 'didn't know' about it. Thus, the majority of broadcast media managers rightly understood the meaning of media management as the management of overall media organizations.

19 percent of them believed that media management is the management of production and presentation of media content, which is also a good understanding of media management though this understanding is incomplete. The Figure 4.2 shows that no media managers believed that media management is the management of technical devices which indicates that broadcast media managers rightly understood the concept of media management. Thus, there is an adequate understanding of media management among broadcast media managers in Nepal.

As Allan, et al.(2006) comprise various areas of management in media organizations such as human relations management, financial management, strategic management, media product management, technology management, branding, and marketing management among others. Against this backdrop, the understanding of Nepali broadcast media managers about media management as the management of whole areas of organization seems perfect.

4.4 Need of Media Study Background for Media Managers

Respondents were asked to which extent they agreed or not in the need of media study background for media managers. 100 respondents expressed their opinions on this which is presented in detail in Table 4.3

Table 4.3

Need of media study background

S.N.	Need of media study	Number	Percentage
1	Strongly agree	25	25
2	Agree	50	50
3	Neutral	10	10
4	Disagree	15	15
5	Strongly disagree	0	0
Total		100	100

Source: Survey, 2021

Table 4.3 shows that 75 percent of respondents either strongly agree or agree with the statement that media managers need media study background. This indicates that the majority of broadcast media managers think that managers with media study educational background can properly manage the media organizations, It shows their proper understanding on the subject. Nevertheless, in practice, there are media

managers without media study background who are managing the media organizations.

4.5 Broadcast Media Managers' Understanding of the Goal of Media Organization

One hundred Broadcast media managers were asked for their opinions on the goal of media organizations. The detail of their answers is presented in Table 4.4.

Table 4.4

The Goal of media organizations

S.N.	The goal of media organizations	Number	Percentage
1	Profit making	0	0
2	Public Service	25	25
3	More for-profit less for public service	1	1
4	More for public service less for profit	15	15
5	Public service with reasonable profit	59	59
Total		100	100

Source: Survey, 2021

Table 4.4 shows that the majority of broadcast media managers (59% (N=59)) believe the goal of media organizations should be the public service with reasonable profit. This indicates that the majority of broadcast media managers prefer the balance in the goal of media organizations.

It indicates that the majority of respondents rightly perceive the goal of media organizations, aligning with various scholars who believe media organizations should serve the public while also generating revenue for market survival. 25 percent of broadcast media managers said the goal of media organizations should be only for public service, which is in line with the social responsibility theory of the press-

which merely focuses on public service. 15 percent of respondents said the more for public service and less for profit making, which is also a clear indication of the proper understanding of the goal of media organization. Not a single respondent said the goal of media organization should be only profit making- which means all broadcast media managers agree that the media industry is a different industry that should not run only for profit. This indicates that Nepali broadcast media managers are aware of the public service nature of media despite being run by private investment.

4.6 Distinct Nature of Media Management for its Dealing with Human Resources and Technical Tools Simultaneously

Respondents were asked to what extent they agreed with the distinct nature of media management, given that it deals with human resources and technical tools simultaneously. The opinion of all 100 respondents on this topic are presented in detail in Table 4.5.

Table 4.5

Distinct nature of media management

S.N.	Distinct nature of media management	Number	Percentage
1	Strongly agree	40	40
2	Agree	52	52
3	Neutral	6	6
4	Disagree	1	1
5	Strongly disagree	1	1
Total		100	100

Source: Survey, 2021

Table 4.5 shows that 92 percent of respondents either strongly agree or agree with the statement that media management is distinct because it has to deal with

human resources and technical tools simultaneously. This indicates that the majority of media managers think that media management is distinct and special to the management of other organizations. This result shows that media organizations like radio and TV stations should be managed differently as per the media -industry-specific management approach.

4.7 Media Management is Distinct Because Each Media Product (print, broadcast, or post) is Distinct

Respondents were asked to what extent they agree with the distinct nature of media management, given the distinct nature of media products. The opinions of all 100 respondents on this topic are presented in detail in Table 4.6.

Table 4.6

Each media product (print, broadcast, or post) is distinct

S.N.	Each media product is distinct	Number	Percentage
1	Strongly agree	34	34
2	Agree	57	57
3	Neutral	5	5
4	Disagree	3	3
5	Strongly disagree	1	1
Total		100	100

Source: Survey, 2021

Table 4.6 shows that 91 percent of respondents either strongly agree or agree with the statement that media management is distinct because each media product (print, broadcast, and post) is distinct. This indicates that the majority of media managers think that media management is distinct and special due to the distinct nature of each media product. This result also suggests for the application of media

industry-specific management approach to media organizations due to the special and distinct nature of media products.

4.8 Media Management is Distinct Because the Media Industry is a Creative Industry, Unlike Others.

Respondents were asked to what extent they agreed with the distinct nature of media management due to the creative nature of the media industry. The opinions of all 100 respondents on this topic are presented in detail in Table 4.7.

Table 4.7

The media industry is creative

S.N.	The media industry is a creative	Number	Percentage
1	Strongly agree	47	47
2	Agree	50	50
3	Neutral	2	2
4	Disagree	1	1
5	Strongly disagree	0	0
Total		100	100

Source: Survey, 2021

Table 4.7 shows that 47 percent of respondents strongly agree, 50 percent of respondents only agree, 2 respondents are neutral, 1 disagree and strongly disagree is zero on the statement that media management is different due to the creative nature of the media industry. Thus, 97 percent of respondents either strongly agree or agree with this statement. It indicates that Nepali broadcast managers well know that media is a creative industry, so it needs to be managed differently. This opinion suggests that the media industry should be managed under the media industry-specific management approach.

4.9 Media Management is Distinct Because It Should be Accountable to the Public

Respondents were asked to what extent they agree with the distinct nature of media management due to its ultimate accountability to the public despite the nature of media ownership. One hundred respondents expressed their opinions on the statement that media management is distinct because media, despite ownership patterns, should ultimately be Accountable to the public. The detail is presented in the Table 4.8.

Table 4.8

The media industry is accountable to the public regardless of the ownership pattern

S.N.	Accountable to public	Number	Percentage
1	Strongly agree	60	60
2	Agree	40	40
3	Neutral	0	0
4	Disagree	0	0
5	Strongly disagree	0	0
Total		100	100

Source: Survey, 2021

Table 4.8 shows that 60 percent of respondents strongly agree, 40 percent of respondents agree, and no one is there to disagree or strongly disagree. This shows that all media managers of the survey agree on the distinct nature of media management due to the accountability of the media industry to the public regardless of the ownership pattern. No media managers expressed their opinions against this statement. This indicates that Nepali broadcast media managers are well acquainted

with this fact which suggests the media industry-specific management approach to media organizations.

4.10 Media Management is Distinct Because Media Product is a Combined Venture

Respondents were asked to what extent they agree on the statement that media management is distinct because media product is a combined venture. One hundred respondents expressed their opinions on the statement. The detail of which is presented in the following Table 4.9:

Table 4.9

Media product is a combined venture

S.N.	Media product is a combined venture	Number	Percentage
1	Strongly agree	30	30
2	Agree	55	55
3	Neutral	15	15
4	Disagree	0	0
5	Strongly disagree	0	0
Total		100	100

Source: Survey, 2021

Table 4.9 shows that 30 percent of respondents strongly agree, 55 percent of respondents agree, while 15 percent of respondents have a neutral opinion on the statement that media management is distinct because media product is a combined venture. It shows that 85 percent of broadcast media managers either strongly agree or agree on the distinct nature of media management due to the combined venture of media products. This indicates that Nepali broadcast media managers are acquainted with the different nature of media management than the management in other

organizations. This result also favors media industry-specific management in radio and television stations.

4.11 Media Management is Distinct Because it has to Deal with Labor with Specialty as Against the Personnel Physical Head-count.

Respondents were asked to what extent they agree with the statement that says media management is distinct because it has to deal with labor with a specialty as against the personnel physical head-count. One hundred respondents expressed their opinions on the statement. The detail of their opinion is presented in the Table 4.10.

Table 4.10

Labor specialty against personnel physical head-count

S.N.	Labor specialty against personnel physical headcount	Number	Percentage
1	Strongly agree	50	50
2	Agree	45	45
3	Neutral	4	4
4	Disagree	1	1
5	Strongly disagree	0	0
Total		100	100

Source: Survey, 2021

Table 4.10 shows that 50 percent of respondents strongly agree, 45 percent of respondents agree, while 4 percent of respondents have a neutral opinion on the statement that media management is distinct because media management has to deal with labor with a specialty as against the personnel physical head-count. It shows that 95 percent of broadcast media managers either strongly agree or agree on the distinct nature of media management due to labor specialty as against the personal physical

head count. It indicates that Nepali broadcast media managers know that managing media is different because of the different nature of the work of the media industry. They agree that only the increasing number of employees is not as important as the few individuals with creative talents in media organizations. This result also favors media industry-specific management approaches in radio and television stations.

4.12 Views of the Most Important Department in Media Organizations

Respondents were asked to give their opinions on which department they thought was the most important in the media organization. The views of all 100 respondents on this question are presented in detail in Table 4.11.

Table 4.11

Importance of the departments

S.N.	Departments	Number	Percentage
1	News and program	33	33
2	Marketing and advertisement	0	0
3	Administration and account	2	2
4	Engineering and Technical	1	1
5	All are important	64	4
Total		100	100

Source: Survey, 2021

Table 4.11 shows that the majority of the respondents (64 percent) expressed their opinions that all departments are equally important in media organizations, while 33 percent of respondents said the news and/or program department is vital. This indicates that Nepali broadcast media managers do not give more importance to news and program departments reflecting their contradictory opinion against the general assumption that the news and program department is the most vital department

because they relate directly to the content production and presentation. Furthermore, it is the content's quality and effectiveness of presentation that attracts the audience and which promotes business. It can be argued that Nepali media managers lack proper knowledge in this matter.

The overall analysis of broadcast media managers' understanding on the distinct nature of media management has been analyzed through Likert Scale as well. Each statement has been examined from 5 scales likert i.e. Strongly Disagree (5), Disagree (4), Neutral (3), Agree (4) and Strongly Agree (5). The result has been presented through Mean and Standard Deviation in following Table.

Table 4.12

Perceptions on the distinctiveness of media management

Item	Variables	N	Mean	Std. Deviation
1	Media management is distinct because it has to deal with human resources and technical tools simultaneously in a special way.	100	4.31	.720
2	Media management is distinct because each media product (print, broadcast or post) is distinct.	100	4.22	.773
3	Media management is distinct because media industry is a creative industry unlike others.	100	4.41	.621
4	Media management is distinct because media, despite ownership pattern, should ultimately be accountable to the public.	100	4.55	.520
5	Media management is distinct because media production is a combined venture of team-work and individual contribution to text, voice, image and presentation.	100	4.25	.642
6	Media management is distinct because it has to deal with labor with specialty as against the personnel under physical head-count.	100	4.46	.626
7	Media Managers need to have the academic background of media study.	100	3.77	.941

Source: Field Survey 2021

The mean score of 4.31 of first statement suggests that respondents generally agree that media management is distinct because it deals with human resources and technical tools simultaneously in a special way. The standard deviation of 0.720 indicates that responses were relatively consistent, with most clustered around the mean. The mean of 4.22 for the second statement reflects agreement on the distinctiveness of media products (print, broadcast, or post) and the standard deviation of 0.773 shows a slightly higher spread of responses compared to the first statement but still indicating general consensus.

Likewise, a mean of 4.41 of third statement shows strong agreement that the media industry is distinct as a creative industry and the relatively low standard deviation (0.621) suggests most respondents held similar views. The fourth statement had the highest mean (4.55) and the lowest standard deviation (0.520), indicating very strong agreement that media should be accountable to the public, with high consistency in responses.

Similarly, the mean of 4.25 points for fifth statement shows to agreement on the importance of teamwork and individual contribution in media production and the standard deviation (0.642) suggests moderate consistency. Respondents agreed (mean 4.46) for sixth statement that media management deals with specialized labor rather than just headcount and the standard deviation (0.626) again reflects consistency in this opinion.

Besides, the statement seven received the lowest mean (3.77), indicating that while there is agreement that media managers need an academic background in media studies, the level of agreement is weaker compared to other other statement and the higher standard deviation (0.941) shows that opinions were more varied on this point

Thus, understanding and knowledge of broadcast media managers on the various parameters of the distinct nature of media management and media industry seems high indicating that they are already familiar with the concept, nature and uniqueness of media management.

4.13 Survey Result on Broadcast Media managers' Perceptions on Media Management and its Distinct Nature

The analysis of survey concerning media managers' knowledge of media management and its distinct nature is compositely presented in Table 4.13.

Some parameters have been set to examine the knowledge of broadcast media managers on the nature of media management and its distinctness, these parameters include the acquaintance of the term media management, understanding of the meaning of media management, understanding on the goal of media management, broadcast media managers' perceptions on the necessity of media study background for managing media organizations.

Some statements referring to the distinct nature of media management and media industry were put before broadcast media managers and asked for their perceptions.

These statements include: media management deals with human resource and technical tools simultaneously, each media product is different, media industry is creative, it should be accountable to public, media product is combined venture, it deals with labor than personal headcounts and all departments are important.

Table 4.13*Broadcast media managers' knowledge*

S.N.	Parameters	Percent of Understanding and Agree	Percent of not Understanding, Disagree and Neutral	Total
1	Acquaintance with the term media management	98	2	100
2	Understanding the meaning of media management	78	22	100
3	Media managers need to have an academic background of media study	75	25	100
4	Understanding of the goal of media organization as more for public service and less for profit	59	41	100
5	It deals with human resources and technical tools simultaneously	92	8	100
6	Each media product (print, broadcast, or post) is distinct	91	9	100
7	The media industry is a creative	97	3	100
8	It should be accountable to the public	100	0	100
9	Media Product is a combined venture of text, voice, image, and presentation	85	15	100
10	It has to deal with labor with a specialty as against the personal physical head-count	95	5	100
11	All departments in media are important	64	36	100

Source: Researcher

Table 4.13 clearly shows that all parameters on broadcast media managers' understanding of media management and their consensus on the distinct nature of media management are met. Therefore, it can be said that Nepali broadcast media managers are well aware of the concept of media management and its distinct nature indicating their increased knowledge in these areas.

4.14 Identification of Issues for Further Exploration

This research has employed a mixed methods research design to achieve its objectives. Specifically, it has followed a sequential explanatory mixed methods design, wherein quantitative research is initially conducted independently, followed by further elaboration through in-depth interviews. Within the sequential explanatory design, this study has adopted the follow-up explanation model, as outlined by Creswell and Plano Clark (2007).

The follow-up explanation model has involved identifying specific quantitative findings that require additional explanation. Some findings of the survey that necessitate further elucidation in in-depth interviews in determining the knowledge of broadcast media managers' on the concept and nature of media management have been identified as:

- a) Broadcast Media Managers' Perspectives on Broadcast Media Management and their Understandings.
- b) Recognition of Media Management as distinct, specialized, and complex due to the unique nature and characteristics of the media industry and information products.
- c) Redefinition of management processes such as planning, organizing, leading, and controlling within the context of the media industry.

a) Broadcast Media Managers' Perspectives on Broadcast Media Management and their Understandings

Broadcast media managers have perceived management as extremely important in radio and television stations. Many of them have stressed more importance of human resources and financial management. Some of them have given more priority to technology management, while others give more emphasis to content management. In this way, the overall understanding of media management among media managers covers different areas of media specialties.

Community radio managers have focused more on community values and norms. Community radio stations are more conscious of managing community well-being and are sensitive to harmonizing social relations through the production and broadcasting of radio content. It is less focused on commercial activities. Private FM Radio station managers are more focused on professional management ensuring sufficient profit out of its broadcasting content. Private FM radio and private sector TV have followed open market policy and tried to become as competitive as possible to lead the market and earn profit.

Government-owned Radio and TV have understood management as the tool to protect and safeguard the information, education, and entertainment needs of people which are guaranteed by the constitution of the country. Current and former executive heads of government radio and television stations express their opinions that government broadcast media's management is similar to the management of other government entities and is guided by heavy rules, regulations, acts, and directives issued by the government. This practice of management falls under the broad theoretical underpinnings of 'bureaucratic management' which was first discussed by

Max Webber. It seems that many private radio stations are operated by a single owner and generally handled by their family members. These radio stations do not care for the professional practice of management. Community radio stations are facing a financial crisis as they do not accept advertisements from commercial sectors while government media organizations are bound to follow the government's bureaucratic system of management.

According to Sabin Acharya, Station manager of Radio Sagarmatha, a leading community radio of the country, private FM radio is free to make decisions quickly and they are free to make a profit as well that's why they seem well managed and do not even have to worry to pay salary for its staffs. But, the community radios which are run by non-government organizations and non-profit social institutions are not entitled to make a profit, so it is difficult to well manage these institutions.

Suresh Paudel, executive head of the news and program division of private sector API television, who has working experience in Nepal Television also, finds management in private broadcast media more robust, flexible, and smart as they do not have to be involved in lengthy procedural obligations before taking any decisions, unlike other government media (Personal Communication, April 16, 2022).

His understanding of media management inclines to result-oriented management rather than process-oriented, which can be acknowledged against the backdrop of media industry-specific management. Fulman Bal, the General Manager of Nepal Television has an opinion that government broadcast media organizations should be run as government entity. He further says that Nepal Television should not be ashamed to recognize itself as government organ and should produce and broadcast contents to disseminate government policies to people (Personal Communication, August 20, 2024). According to Gopal Guragain, the chairman of the Ujyalo network

FM radio stations are more concerned with managing broadcast transmitters, equipment, and infrastructure but they do not care much about the content management and quality production of programs (Personal Communication, April 20, 2022). Ram Krishna Regmee, a media academic has understood the management of broadcast media as the composite form of the management of human resources, technology, finance, innovation management, and most importantly content management (Personal Communication, May 11, 2022).

b) Distinctiveness of Media Management

One of the objectives of this study is related to the examination of the distinct nature of media management. Broadcast media managers and media academics have unanimously accepted that media management is a distinct field. They have said that it is not just the management of other organizations. They have forwarded various reasons that make media management a distinct form of management. Interviewees have expressed their opinions that media organizations should be managed differently with special considerations. As media organizations are not like other organizations such as biscuits and noodle factories where profit remains a top priority, they should be managed differently.

Broadcast media managers and media management researchers have identified various factors that make media management different. First of all, media organizations are unique and demand a combination of human resources, financial resources, and technology at an optimum level for quality output. The unique nature of the media industry itself is the reason for being its management different from others. The uncertainty of products, the planning and production process of media products, distribution, and consumption patterns, and the nature of media products all make the management of media organizations different. Moreover, the creative nature of the

media industry makes its management more challenging and different. The high degree of social responsibility of media organizations is another dimension that makes the management of media organizations different from other organizations. Media management scholar, Raghu Mainali, in his interview, says media management is different because it is trust management (Personal Communication, May 10, 2022).. Managing people is also different in media. Managing well-informed journalist-employees, who are very sensitive to their rights, is not the same as managing employees of other industries (Raghu Mainali, personal communication, May 10, 2022). At the same time, Mr. Mainali says the vision, mission, and goal of media organizations are other factors that make its management different.

Another scholar in the field of media management, Ram Krishna Regmee finds the management of media organizations different than managing other organizations because one 'second' matters a lot in broadcast media (Personal Communication, May 11, 2022). If there's an interruption of broadcasting only for a few seconds it hampers the credibility of the stations resulting in a rapid decline in listeners. Other managers can leave the office after their duty over and there will be nothing happens, but when a broadcaster or broadcast manager leaves the office after his or her duty over the station does not stop and it goes continually.

It means broadcast management is challenging compared to other management. Broadcast media expert Tapanath Shukla finds the structure of media organizations is different than other organizations (Personal Communication, April 27, 2022). According to him, there is a horizontal structure in media where no or less hierarchy system prevails, unlike other organizations where vertical and hierarchy system prevails. Dipak Acharya, manager of Community Information Network finds media organizations are flexible and there is no time-bound duty which makes it distinct. He

further says that the dimension of information and content management makes it different from other organizations (Personal Communication, April 15, 2022). According to Gopal Guragain, chairman of Ujyalo Network, management of time, management of technology, and management of journalists make media management a distinct nature of management. Nepal Television General Manager Fulman Bal says that media management is distinct because it has to maintain balance between public service purpose and profit-making purpose of media (Personal Communication, Aug 20, 2024).

c) Management Process: Redefining in media organizations

One of the areas of this study is to find out whether Nepali broadcast media organizations have been managed systematically or not. Do they follow the four fundamentals of management i.e. planning, leading, organizing, and controlling properly? How do they plan, lead, organize, and control?

1. Planning

After the analysis of the opinions forwarded by interviewees during an in-depth interview, all broadcast media do plan but in different ways. The government broadcast media- Radio Nepal and Nepal Television follow the planning process as prescribed by government civil service offices. Big corporate and private media do practice planning with some flexibility, while small broadcast media organizations running under a single owner have not usually had a detailed and written set of planning for their activities. They do it haphazardly.

The corporate media house has its planning department, which works on introducing new and innovative products and coordinates with the finance and marketing department for their implementation. Planning in media organizations is just like a warm-up before implementing any extremely important activities activities

(Regmee, R., Personal Communication, May 11, 2022). He says it gives direction to the organizations. Regmee says planning in broadcast media is even more important because every broadcaster should have a plan before going on-air. Planning at the management level and planning at the broadcaster level both are practiced in Nepali broadcast media organizations but he says there seems to be a lack of planning for many broadcast media during the Covid-19 pandemic. Planning for broadcast reach, financial resources and network expansion are the most important areas planning (Shukla, T., Personal communication, April 27, 2022).

Community radio and FM stations focus more on the planning of radio programs that will be able to attract advertisements as they do not have to plan for network expansion. They are involved in marketing planning, program production planning, and staff management planning. Some big-budget community radio and FM radio usually follow some sophisticated planning process. They call a staff meeting every month, ask for the new plan from the news, program, marketing, and finance departments discuss them, and receive input for the upcoming planning.

2. Organizing

Big and national broadcast media organizations of the country have big structures with the creation of many departments as per their functions such as News department, program department, marketing department, logistic department, engineering department, production department, and so on while small organizations like single owner FM radio and community radio confined in certain areas do have only a few departments such as news and program department and marketing departments. Established community radio like Sagarmatha Radio has practiced a project-based structure as well. It has many departments as per functions but also practices project structure where a certain number of experts and staff are involved to

achieve project goals. While mentioning about the structure of Nepali broadcast media, vertical structure, and horizontal structure both are found. In government broadcast media, vertical structure with a hierarchy base is prevalent while in private broadcast media, the vertical one with a similar matrix structure is practiced. The structure of the organization also depends on the ownership pattern as well.

While talking about ownership, community radios are owned by the community where community members become members of the radio, which generally meets in a year as the annual General Assembly and takes major policy decisions of the radio which are implemented by the radio board appointed by the General Assembly. In government-owned broadcast media, the structure of the organization depends on the Act that has guided the organization; such organizations are running under the top to the down monolith.

The horizontal structure inclines to the human relations theory of management, in which communication among managers and operatives takes place in the parallel level instead of top to down communication between managers and operatives. While asking about the importance they have given to each department, some of the interviewees opined that all departments are of equal importance while some said news and program departments are vital departments and others are just subordinate to them. Some say the marketing department should be vital.

Private FM stations have said marketing departments are vital while others say all departments are equal. Regarding the structure of broadcast media Ram Krishna Regmee opines that the best model is to accept the media part or the journalistic part is in the focus and the whole chain of command should be there just to support and energize broadcast functions (Personal Communication, May 11, 2021).

3. Leading

According to Ram Krishna Regmee 'leading' in media should be in a way to flourish creativity as the media industry is creative itself. The organization should provide room for creativity. Leading persons in broadcast media are extremely different from leading persons in biscuit factories, he opines. After the analysis of the opinions of broadcast media managers, 'leading' in government media is not very creative as everything has already been tailored in government media.

There are already certain sets of rules, regulations, directives, procedures, and other written guidelines that cannot be overlooked in leading the entire organization which does not help creativity.

When there are fixed rules, then there is no way to creativity. However private broadcast media enjoys some freedom in exercising creativity in content production and broadcasting. Most of the interviewees have expressed their opinions that leading in media organization should be based on democratic and participatory approach with the room of creativity for employees which inclines to the human relation approach of management.

4. Controlling

Control is also one of the important elements of management. If things go out of track, they should quickly be brought back on track to achieve the desired result in a given time frame. So what does mean to control in media? Media managers unanimously rejected the idea of controlling the broadcasting content but they agreed to implement effective monitoring and evaluation mechanisms for managerial control.

Raghu Mainali, a Media management expert says control in media does not sound good. He further says media has to run in an interconnected way. There should be reconnection among all functions. Whether interconnection provides synergy or

not, whether interconnection helps each other in performing activities or not. Interconnection and alignment should be observed and whether resources (in terms of time, money, and equipment) are maximum utilized or not should also be observed.

Control in broadcast media should be in examining whether all efforts are concentrated forward or not. Guiding all to one destination is control, in my opinion. (Personal Communication, 10 May, 2022). However, Dipak Acharya manager of CIN Radio, understands control in community radio as the monitoring of broadcast contents.

He argues that control does not mean checking certain things and just editing or censoring certain things,, rather it is making the institution functioning (Personal Communication, May 11, 2022). Likewise, Ram Krishna Regmee understands control as the tool to ensure the smooth operation of the functions (Personal Communication, May 11, 2022).

4.15 Discussion

This chapter has examined the knowledge and understanding of broadcast media managers in Nepal regarding the concept and nature of media management, addressing one of the key objectives of this study.

The findings of the study indicate that Nepali broadcast media managers possess a sufficient level of knowledge about the unique characteristics of media management and information products revealing that the field of media management is not new to Nepali broadcast media managers.

These results challenge the prevailing perception that media management is an embryonic field as mentioned by Kung (2007)) and Lowe (2016), and that media managers lack a comprehensive understanding of it. This chapter has also examined the unique nature of media management and information product which has already

explored by Picard (2011), Doyle (2016), Nierenberg (2016), Block et. al (2001) and others, but this study has explored additional factors that make media management different than other management such as the goal of media organization is public service with reasonable profit, it deals with human resources and technical tools simultaneously, it has to deal with labor with a specialty as against the personal physical head-count.

CHAPTER V

MANAGEMENT PRACTICES OF NEPALI BROADCAST MEDIA

5.1 Introduction

The practice of broadcast media management commenced in Nepal since 1951 after the establishment of Radio Nepal, the country's first broadcast media. As the state-owned national radio broadcaster, its management practices mirrored those of other government organizations. Later, in 1985, television media came into existence with the establishment of Nepal Television, also a state-owned national television broadcaster. The management practice of Nepal Television was also not different than the management of other government entities because it was also established, owned, and controlled by the government.

After the restoration of democracy in 1990 and the promulgation of a press-friendly constitution, radio and television stations began to flourish in the country widening the sphere of broadcast media management practice. Furthermore, the paradigm shift of the country's political system from a constitutional monarchy to the federal republic system in 2008, the proclamation of an even more press-friendly new constitution in 2015, the development of communication technology, the proliferation of broadcast media institutions, among other factors, contributed to the diverse and vibrant practice of broadcast media management.

As one of the major objectives of this study is to explore the existing management practices of Nepali radio and television stations, the questionnaire survey has been administered to get insights into it. Some questions have been deliberately designed in the questionnaire for this purpose. The management practice of Nepali radio and television stations is viewed against the backdrop of a general management approach, a media industry-specific approach, and a combination of both

approaches with a common thread of human relation theory of management. Some parameters such as a plan for the activities, authority to mobilize resources, employee participation in decision making, consultation with employee unions, protocol assignment to the news and program department, accountability for wrong content production and broadcasting, handling of human resources issues, and freedom to employees to choose their tasks have been set to explore the management practices of Nepali broadcast media organizations. Later, the findings of the survey in these areas were tested, elaborated and reinforced from in-depth interviews and observation.

5. 2 Plan for the Activities

Planning is one of the fundamentals of management and a key indicator of its professional practice in media management. Therefore, respondents were asked how often they planned. Their answers are presented in Table 5.1.

Table 5.1

Plan for the activities

S.N.	Plan for the activities	Number	Percentage
1	Never	0	0
2	Always	78	78
3	Sometimes	22	22
4	Can't say	0	0
Total		100	100

Source: Survey, 2021

Table 5.1 shows that 78 percent of respondents always do planning while 22 percent of the total respondents said they plan sometimes. There is not a single respondent who never planned the activities. These answers indicate that almost all Nepali radio and Television managers practice planning in their organizations contributing to the proper practice of management. This result follows the general

management approach of management because this question does not answer whether they practice planning differently or not.

5.3 Authority to Mobilize Resources

The practice of delegating authority to mobilize organizational resources is important. If departments are not given resource mobilization authority they cannot perform well. It also symbolizes centralized management which is not compatible with the current-day management approach of decentralization of authority. Respondents were asked whether news and/or program department (s) were given adequate authority to mobilize resources to carry out their duties. The answers to these questions are presented in the following Table 5.2:

Table 5.2

Authority to Mobilize resources

S.N.	Resource Mobilization Authority	Number	Percentage
1	Yes	44	44
2	No	18	18
3	Only to a limited volume	36	36
4	Don't know	2	2
Total		100	100

Source: Survey, 2021

Table 5.2 shows that 44% say they are free to mobilize necessary resources on their own. This indicates that the majority of broadcast media managers in Nepal still do not have the authority to mobilize resources even for office vehicles. In such a situation, the news and/or program department cannot promptly provide vehicles to reporters which results in the missing of important events.

A significant number of respondents 36% said they are free to mobilize resources only to limited volume can relate to the obstacles in the performance. Thus, it shows that media managers are not capable of mobilizing resources adequately as

and when necessary, which means they face problems in managing their departments. In this parameter, the media-specific management approach is neglected because the news department should be provided any necessary authority to make it enable to cover events so promptly to break the news. Managers are not delegated adequate authority to run their departments means the human relation approach of management does not prevail satisfactorily.

5.4 Participation of Employees in Decision Making

Participating employees in decision-making is one of the important indicators of good practice of management in media organizations. This refers to the participatory and democratic style of management while it contributes to the motivation of employees as well. On the other hand, getting employees involved in decision-making compels them to take ownership of the decision which helps in implementation. Respondents were asked whether they involved employees in decision-making or not. The detail of their answers is presented in the following Table

5.3

Table 5.3

Employee involvement in decision making

S.N.	Employee's participation in decision-making	Number	Percentage
1	All the time	50	50
2	Sometimes	45	45
3	Never	2	2
4	Don't know	3	3
Total		100	100

Source: Survey, 2021

Table 5.3 shows the answer to how frequently broadcast media managers involve employees in decision-making. It shows that 50% say they involve

employees in decision- making all the time. This inclines to the human relation theory of management which advocates for employee participation in planning to motivate them and to feel them valued by management. 45 percent of respondents involve employees in decision- making occasionally. Thus, the study shows that only half of broadcast media managers have adopted a complete democratic and participatory management style enabling employees in decision-making.

5.5 Consultation with Employee Unions for Policy-level Decisions.

Employee participation in planning and decision-making is key in media organizations. However, the representation of employee unions in such meetings is not free of criticism. This practice is recognized as good to let management know about the concerns of employees. However, it is argued that employee union's participation in policy-level meetings may create unnecessary pressure on management along with delaying in making decisions. Respondents were asked these questions in the survey and the answers are presented in the following Table 5.4:

Table 5.4

Employee union's involvement in policy level decision making

S.N.	Consultation with employee unions for policy decisions	Number	Percentage
1	Never	10	10
2	Always	46	46
3	Sometimes	43	43
4	Don't know	1	1
Total		100	100

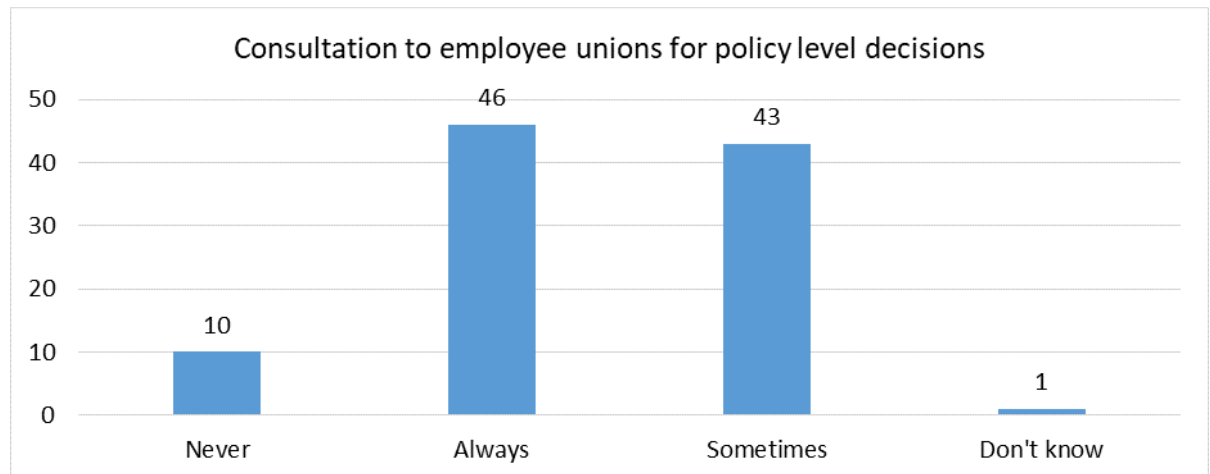
Source: Survey, 2021

Table 5.4 shows respondents' answers on whether management should listen to employee unions for decision-making or not. 46 respondents said that management

should always listen to them, 43 said sometimes, and 10 respondents said never. Following figure further explains the result:

Figure 5.1

Analysis of the consultation with employee unions for policy-level decision



Source: Survey, 2021

Figure 5.1 shows radio and television management consult employee unions for the policy-level decision either always or sometimes. This indicates the tendency of consultation with employee unions for policy-level decisions. 46% (N=46) of media managers have said they always do a consultation with the representatives of employee unions to make decisions in policy matters, while 43 % say they consult sometimes. It means 89% of media managers have said that they involve union leaders in policy-level decisions and listen to them.

Only 10 % say it is not necessary to get them involved in decision-making on policy matters. It may indicate the practice of participatory decision-making which tilts to the human relation theory of management. On the other hand, it may also indicate the darker side of unionism which is always blamed for the poor performance of the organization.

5.6 Assign Protocol to the News and Programme Department

The tendency to assign protocol to the news and program department is also important in assessing the management practices of Nepali radio and television stations. The specialty of the media industry and media products deserves special attention from their management. Respondents were asked to tell how much importance their organizations give to news and program departments. The answers are presented in the following 5.5 Table:

Table 5.5

Protocol to news and program departments

S.N.	Protocol to news and program departments	Number	Percentage
1	Top position	63	63
2	Subordinate with another department	5	5
3	Equal to all departments	31	31
4	Don't know	1	1
Total		100	100

Source: Survey, 2021

Table 5.5 shows that 63 respondents said their organizations assign top positions to the news and program department, 31 said their organizations assign equal protocol to all departments and 5 respondents said they assign protocol to the news and program department as subordinate to other departments.

It shows that the majority of managers have the opinion that news and program departments should be in top priority because it is the news and programs that help increase audience and establish media for the long run in the media market. This result inclines to the media industry-specific management approach, which

means the media industry and media products are distinct, special, and complex so they need to be managed differently and deserve special attention.

5.7 Accountable for Broadcasting Wrong Contents

The practice of accountability in case of the production and broadcasting of wrong content is also one of the important elements in the study of the management practices of radio and television stations. 100 respondents expressed their opinions and the answers are presented in the following Table 5.6

Table 5.6

Accountable for broadcasting wrong contents

S.N.	Accountable for wrong contents	Number	Percentage
1	Presenter	2	2
2	Producer	4	4
3	Scriptwriter and editor	13	13
4	Head of Department	49	49
5	Head of organization	32	32
Total		100	100

Source: Survey, 2021

Table 5.6 shows that 49 percent of respondents say their organizations make the head of the department accountable for the creation of wrong content, 13 percent make script writers and editors accountable, 31 percent said their media organizations make the head of the organization accountable for the creation and broadcasting of wrong contents, 4 percent said their organizations make producer accountable and 2 percent say their organizations make presenter accountable for the presentation of wrong contents.

It shows that the majority of the respondents said it was the head of a department who took responsibility for wrong content production and broadcasting. This indicates the responsibility of the departmental head as the leader of all the activities under his leadership. A significant number of respondents said the head of the organization should be accountable for this. This is much practiced in government media. If something wrong contents broadcast, the ministry usually makes accountable to the head of the organization. However, this cannot be justified as a good practice because the heads of the organizations are not usually involved in departmental activities but rather focus on the whole organization.

Only 13 percent of respondents said that it is the scriptwriters and presenters who should be made accountable for the wrong content. These opinions seem logical but not much practiced in the context of Nepali radio and television stations. This should be viewed from the media industry-specific management approach.

In media, scriptwriters, editors, and presenters are directly involved in content production and broadcasting, so it is logical to make them accountable for this. However, radio and television stations of Nepal are practicing general management theory in this matter, in which the department head is accountable for all activities under his supervision.

5.8 Handling of the Human Resource Issues

Handling the human resource issues also indicates the management practices of Nepali broadcast media. This issue falls under the jurisdiction of human resource management. Respondents were asked about the practice of it in their organization. The answers are presented in the following.

Table 5.7*Handling of the human resources issues*

S.N.	Handling of human resource issues	Number	Percentage
1	Administration department	46	46
2	Individual department	28	28
3	Both	26	26
4	Don't know	0	0
Total		100	100

Source: Survey, 2021

Table 5.7 shows the management of the human resource department. 46 respondents said the Administration Department handles human resources issues in their broadcast media, 28 said that the individual department handles them, and 26 said both departments handle human resources issues in their organizations. It shows a majority of respondents said that they had separate administration departments that looked after human resource issues.

This indicates that these media organizations have been practicing departmentalization, which relates to 'organizing' one of the four fundamentals of management i.e. planning, organizing, leading, and controlling. This also follows the Hub and Spokes Model of the structure of the organization, in which, the administration department lies in the center and connects with other departments like spokes.

The administration department is also recognized as the general department which looks human resources issues of all other functional departments. From the theoretical perspective, it inclines with the general management approach. 28 percent of respondents said they had the practice of looking into human resource issues owns

the department on its own. For instance, the news department looks at all of its human resources on its own. This practice inclines with the media industry-specific management, which believes management of media organization is different, so it deserves to be managed differently. Significant numbers of respondents (26%) said they had mixed practice on it.

5.9 Freedom for Employees to Choose Their Tasks and Target on Their Own

Broadcast media managers were asked whether there is freedom in their organization to let employees choose their tasks and targets on their own. One hundred respondents were asked this question. The detail of their answers is presented in Table 5.8 :

Table 5.8

Freedom to employee to choose task

S.N.	Freedom to choose tasks and targets	Number	Percentage
1	Never	3	3
2	To some extent	63	63
3	Yes	33	33
4	Can't say	1	1
Total		100	100

Source: Survey, 2021

Table 5.8 shows the answers of respondents whether employees are given the freedom to choose their tasks and targets on their own or not. 33 respondents said yes, 63 said 'only to some extent', 3 said 'Never' and 1 said 'Can't say'. Thus, it shows that the majority of broadcast media managers said employees are given the freedom to choose their tasks and targets on their own only to some extent.

This indicates that the majority of managers think that the complete freedom to employees to choose tasks is not favorable. However, Majority of them give

freedom to choose task to some extent indicates that they still favor to the participatory and democratic management style in their organization.

It indicates that there is some sort of democratic style of leadership if not free-rein or laissez-faire leadership which advocates for the complete freedom. 33 percent of respondents said there are total freedom to let their employees choose their tasks and targets on their own.

This opinion suggests the practice of one of the modern management concepts, MBO (Management by Objectives) in which, employees are asked to set their goals on their own and evaluate with the performance standard. More than one-third of respondents are in the opinion of the complete democratic and participatory style of management along with favoring the free-rein style of leadership in their radio and Television stations. A very negligible percentage of respondents thought that there should be no freedom for employees that supports to the theory X of management along with the non-participatory management and autocratic leadership theory. The majority of managers prefer theory Y of management which indicates they are following Human Relation Theory of management in their organizations.

5.10 Survey Result of the Overall Practice of Management

Some parameters have been set to examine the management practices of Nepali radio and television stations. These parameters include the practice of planning, delegation of authority to news and program department to mobilize resources, participation of employees in decision making, the practice of consultation with employee unions for policy level decision, assign protocol to news and program departments, the practice of taking responsibility for wrong content creation, managing human resource issues and freedom of employees to choose tasks on their own.

Table 5.9 presents the composite results on the overall practice of management in Nepali broadcast media.

Table 5.9

The management practices in Nepali broadcast media

S.N.	Parameters	Better practice	Poor practice	Total percent
1	Always Plan for the Activities	78 %	22 %	100
2	Authority to News and Program Departments to mobilize Resources	44 %	56 %	100
3	Participation of Employees in Decision Making all the time	56 %	44 %	100
4	Always consult with Employee Unions for Policy-level Decisions.	54 %	46 %	100
5	Assign Protocol to the News and Program Department	63 %	37 %	100
6	For broadcasting Wrong Contents dept. head accountable	48 %	52%	100
7	Handling of the Human Resource Issues by administration department	46 %	54%	100
8	Freedom for Employee to choose their tasks	33 %	67%	100

Source: Researcher

Table 5.9 reflects the overall management practices of Nepali broadcast media. Nepali broadcast media organizations seem good and strong in fulfilling some of the parameters indicating the better practice of management such as planning, participating employees in decision-making, and recognizing the news and program department as an important department (s). However, the majority of parameters such as authority to mobilize resources, handling of human resource issues, responsibility

for wrong content production and broadcasting, and freedom to employees to choose tasks on their own are not fulfilled adequately.

Thus, the practice of management in broadcast media organizations in Nepal appears poor. However, higher number of managers who involve employees in decision-making consult with employee unions indicates good practice regarding the application of human relation theory of management.

5.11 Identification of Issues for Further Exploration

As this research employs a mixed methods research design to achieve its objectives, quantitative findings from survey need to be elaborated, tested and reinforced during in-depth interviews and observation. Thus, some findings that need to be further elaboration are identified and presented bellow:

- a) Assessment of management approaches, theories, principles, and styles.
- b) Management trends within media organizations,
- c) Identifying strengths, weaknesses, opportunities, and challenges of radio and television management.
- d) Evaluation of the status of ownership and organizational structure of Nepali broadcast media organizations.

a) Assessment of Management Approach, Theories, and Styles

Regarding the management styles of broadcast media organizations, most interviewees included in this in-depth interview have stressed the need for participatory and democratic styles of management. Some of them who are working as executive heads of radio and television stations share their experiences that they participate employees in the decision-making process; they listen to their grievances and encourage them to achieve organizational goals together. The majority of media managers believe in McGregor's theory 'Y' instead of his theory 'X', both as a part of

the human relation approach of management. However, some media managers apply both theories depending on the situation. Gopal Guragain, Chairman of Ujyalo Network, a leading commercial FM radio network adopts participatory management approach in his organisation (Personal Communication, April 20, 2022).

Most media managers opine that hence media is a creative industry; it cannot be run under an autocratic style of management. They make decisions collectively and meet all staffs often. Less hierarchy, a friendly environment, and participation in decision-making are the styles of management of many broadcast organizations. But as far as the concern of government-owned broadcast media, they follow the bureaucratic style or rigid style of management which is guided or influenced by civil service management style with heavy rules and regulations, formal structure, hierarchy base structure, delegation of authority from top to down. Media management scholar Raghu Mainali perceives media as a learning organization.

b) Management Trends in Nepali Broadcast Media Organisations

There are mixed opinions from broadcast media managers and scholars over the management trends of broadcast media. Some say Nepali broadcast media organizations have followed modern trends in broadcasting in terms of technology and content delivery, but others do not agree with it. They criticize Nepali broadcast media as being too traditional and remained in the status quo which never dares to go to the new technology. But, an adaptation of FM technology and working to go on a complete digital radio broadcasting technology through DRM (Digital Radio Mondiale) technology by Radio Nepal is an example of adopting modern trends, while television sectors have also adopted satellite technology, which is yet another example of their attempts to catch recent trends.

c) Status of Management in Broadcast Media Organizations (SWOC analysis)

Interviewees of the in-depth interviews have indicated strengths, weaknesses, opportunities, and challenges of Nepali radio and television stations depending on their size, nature, and ownership. Government-owned national media such as Nepal Television and Radio Nepal have their strengths, weaknesses, opportunities, and challenges, while corporate and private media have their own. Community radio and single-owner FM radio have different situations. But in totality, according to the opinions of interviewees, the strengths of Nepali broadcast media organizations are a free environment including liberal media policy of the state, open market policy in the media sector, availability of universities and colleges that teach media and journalism, availability of technology, production of diverse media programs, diversity in the audience.

The Weaknesses are classified as lack of trained manpower, lack of financial resources, the small size of the advertisement market, lack of competitive competence, lack of quality programs to broadcast, not enough budget for research and development of audience-centered radio and TV programs, weak management, no motivation and reward for staffs, political influence among others.

Nepali broadcast media have a tremendous opportunities to increase audience size by introducing creative and quality media programs. The free and open media policy of the state is an opportunity for all media. The federal, provincial, and local level structure of the state is an opportunity for media to operate in all these tiers of the government. Local-level media can be supported by the local government, provincial-level media can be supported by the provincial government and they can get assistance from the federal government as well. No broadcast media organizations are free from challenges. Overall challenges of Nepali broadcast media can be

classified under technological, financial, human resources, legal, emergence of new and social media, social, political, and languages among others.

Gopal Guragain, chairman of Ujyalo network, a leading FM radio network, states that lack of understanding of media business among media investors and media owners is one of the major challenges (Personal Communication, April 20, 2022). He argues that when media managers do not know the sensitivity of media business to the society and nation as a whole, they can contribute to the unprofessional and unhealthy media practice affecting all. Suresh Paudel, Operational Director of AP1 Television also finds that many investors have come to the media business without knowing the field (Personal Communication, April 16, 2022).

He says, they have to be clear on themselves why they have come to this business, for profit, for social influence, or what? When media organizations are rapidly increasing without any research on audience behavior and audience interest, they are not going to be sustained in the long run, he argues. He also points out the lack of effective regulatory mechanisms of the government to supervise broadcast media organizations in the country.

Small-scale FM radio stations across the country find it hard to survive in the long run due to a lack of adequate revenue. They blame the government for imposing heavy taxes and other duties on FM radios which make them difficult to sustain. Meena Gurung, station manager of *Marshyangdi* FM of Lamjung district says the government imposes annual license renewal fees of 30000, 15% VAT on advertisement revenue, and also 2% royalties on annual income.

The government broadcast media and Community radio stations find it difficult to earn profit as their motives are to serve people not earn profit. They have their core values and objectives for public service not for profit, but they need to have

profit as well for survival. Thus, for them being a public service institution and commercial at the same time is paradoxical and conflicting. One of the big challenges of Nepali broadcast media, according to Ram Krishna Regmee is - the failure to modernize the tools of broadcast media (Personal Communication, May 11, 2022). He says broadcast technology is rapidly changing and failing to grab such momentum is lagging far behind in this sector.

Buddhi Bahadur K.C, Executive Director of Radio Nepal, finds Radio Nepal's contradictory objectives challenging (Personal Communication, June 16, 2022). He explains that while Radio Nepal must serve the nation and its people by producing and broadcasting various radio programs for the rural audience without prioritizing profit, the government simultaneously demands revenue generation from its programs.

Tapanath Shukla, an experienced media manager of both government and private broadcast media organizations, echoes the opinion of Mr. K.C and adds lack of a professional media training center is one of the challenges of Nepali broadcast media organizations (Personal Communication, April 27, 2022). He says only a few media personalities are competent and they are stepping from one media to another seeking better remunerations and opportunities and the rest of the others lack such competencies and skills. So they need to be effectively trained.

Raghu Mainali, the broadcast media expert, says the media organization is not operating in the true sense of media and the management of media organizations is problematic (Personal Communication, May 10, 2022). He argues, in many media organizations, reporters are grooming and developing to be the general managers in organizational structure, rather they should be developed in their expert areas. He says the creative nature of the media industry is neglected.

Political appointment to the head of government media is also one of the challenges as pointed out by media experts interviewed in this study. Media organizations should be led by those who know media, but in the Nepalese context, political parties influence on government and the government gives appointments to their cadres as heads of media organizations according to Shukla and Mainali.

d) Evaluation of the Status of Ownership and Organizational Structure of Nepali Broadcast Media Organizations.

As of 2022 February 17, there are 931 radio and 186 television stations receiving licenses as per the data provided by the Department of Information and Broadcasting, a government department under the Ministry of Communication and Information Technology, although the recent data provided by 48th annual report of Press Council Nepal (p. 137) slightly increase the number. After the review of the data, there are different kinds of broadcast media in the country in terms of ownership. Although the government has still not introduced a clear Act for the demarcation of radio and television stations into public service, commercial, and community, their features and functions differentiate themselves.

5.12.1 Types of Radios in terms of Ownership

After the review of the data of radio stations, Radio Nepal is the only state-owned government radio that is running under Medium Wave and FM frequencies. It has owned and run other 30 FM frequencies as well (Personal Communication, Buddhi Bahadur K.C, April 14, 2023). Community radio itself has various types of ownership such as radios run by cooperative, non-government Organizations, International Government Organizations, local bodies, trustees, groups and campaigns, movements, academies, universities, religious groups, and so on. Private

Radios are generally found registered as private limited companies. The detailed picture of the ownership of radio stations is as follows:

Table 5.10

The status of the volume of radio stations

Government	Community or non-commercial					Private	Not mentioned
	Cooperatives	NGO	Local Body/Police /Army	Club/Trustee/Academy	University/college		
1	103	351	13	16	7	422	18
	490						
Total	931						

Source: Department of information and broadcasting, Government of Nepal

Table 5.10 shows that there are 490 community radio stations of which 103 radio stations are established under cooperatives, 351 under NGOs, 13 under local bodies and government bodies, 16 under clubs, trustees, and academies, and 7 under universities and colleges. The second big number of radio stations is licensed and registered under a private company and the ownership of 18 radio stations is not mentioned.

1) Radio Nepal

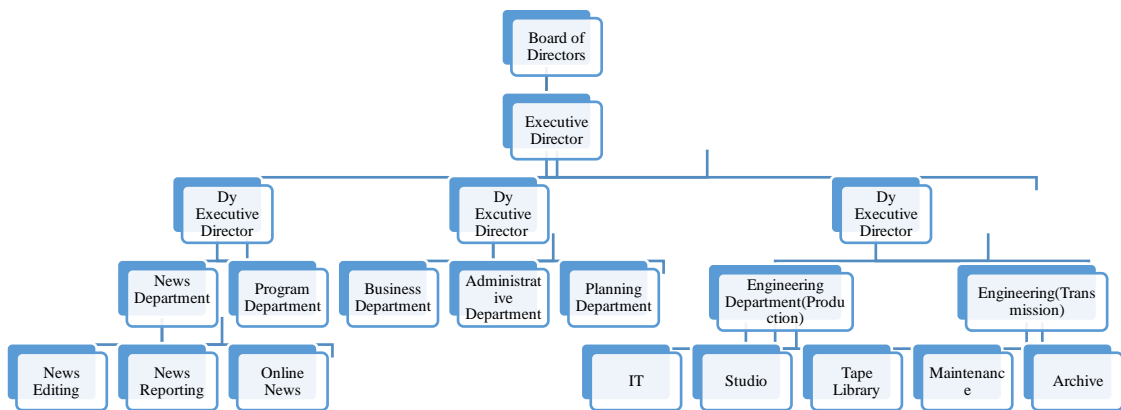
Radio Nepal was established on April 2, 1951. In the initial period, the transmission covered 4 hours and 30 minutes through 250 Watt Shortwave transmitter and now has strengthened its institutional capacity significantly with 6 AM stations and 30 FM stations across the country and broadcast 24 hours a day (Organizational Overview of Radio Nepal, 2022). It has now 91% coverage of the entire population. By the end of the first eight months of the fiscal year 2019/20, 87 percent of the total population have access to Radio Nepal's broadcasting (Economic Survey 2019/20, 2020, p. 217). But, Radio Nepal has claimed its coverage to 91 percent of the total

population (K.C., 2022, p. 109). It has established provincial transmission centers in all seven provinces and has expanded its broadcasting worldwide through the Internet.

Ownership and Organizational Structure: Radio Nepal is the state-owned national radio broadcasting service of the country. In 1985, Radio Nepal was converted into the Radio Broadcasting Service Development Committee through *Radio Nepal Ko Gathan Adesh 2041* [Radio Nepal Formation Order 1984] under the *Bikash Samittee Yen, 2013* [Development Committee Act 1956]. It is fully owned by the government.

Radio Nepal's organizational structure is determined by *Bikash Samittee Yen 2013* [Development Committee Act 1956] under which it runs. As per the *Radio Nepal Ko Gathan Adesh 2041* [Radio Nepal Formation Order 1984], there is a Board of Directors led by the Secretary of the Ministry of Communication and Information Technology as President, and four members are appointed by the government and the Executive Director of Radio Nepal as the member secretary.

These four members of the board include one joint-secretary-level representative from the Ministry of Finance, one person among those who have contributed significantly to the field of literature, language, and broadcasting, and one person among those who have contributed significantly to the field of Art and Music. At the implementing level, Radio Nepal has designed its structure as determined by its Regulation; *Radio Nepal Karmachari Sewa Sarta Niyemawali, 2078* [Radio Nepal's Employees Service and Conditions Regulation, 2022]. Which is presented below:

Figure: 5.2*Radio Nepal's organizational structure*

Source: Radio Nepal

2) Radio Sagarmatha

Radio Sagarmatha was established in 1997 as Nepal's first independent, community-based public-interest radio (Pringle, 2001, p. 80). Sagarmatha Radio is also considered the first community radio in the entire South-Asia region (Radio Sagarmatha, 2022). Although, Radio Sagarmatha broadcasts from Kathmandu valley, it is available in Makwanpur, parts of Chitwan, Dhading, Sindhuli, Nuwakot, Rasuwa, Sindupalchowk, Dolakha and Ramechhap and, in many parts of Solukhumbu and Okhaldhunga, Bara, Rautahat and Gorkha with 2.5 regular listeners and 10 million listeners when its programs are relayed through other FM stations (Radio Saagarmatha, n.d.). It has established a network with 50 community radio stations to enhance community broadcasting.

Ownership and Structure

Radio Sagarmatha has been established and operated by a group of environment journalists NEFEJ (Nepal Forum for Environmental Journalists), which

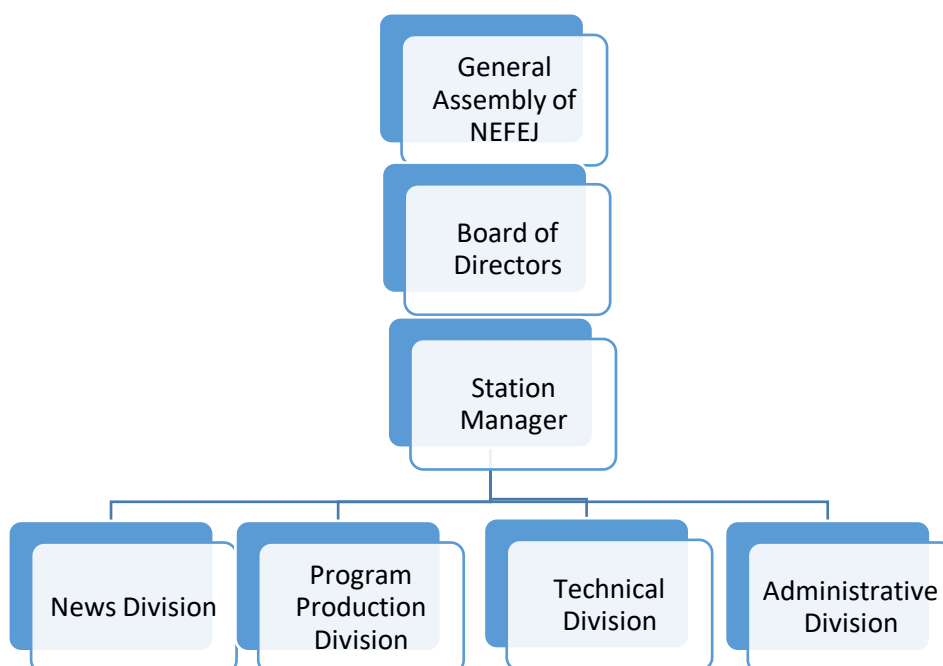
is the umbrella organization of all environment journalists in the country. It has a board to operate the radio which is passed by the General Assembly of NEFEJ. The Chairman of the board is also the chairman of the Board of Directors of radio.

The station manager also comes from among the members of the Board of Directors. According to the Station Manager, Sabin Sharma, in the past, they included a community representative on the board as a member but it was not effective due to the inactiveness of the community member in the operation of the radio, they did not continue such provision (Personal Communication, June 2, 2022).

The ownership of Radio Sagarmatha lies upon the members of NEFEJ which is registered as a Non-government Organization in the respective District Administration Office and gets affiliation from the Social Welfare Council according to the *Association Registration Act 1977*. At the implementing level, Radio Sagarmatha has the following organizational structure:

Figure: 5.3

Radio Sagarmatha's organizational structure



Source: Radio Sagarmatha

3. Ujyaalo Radio Network

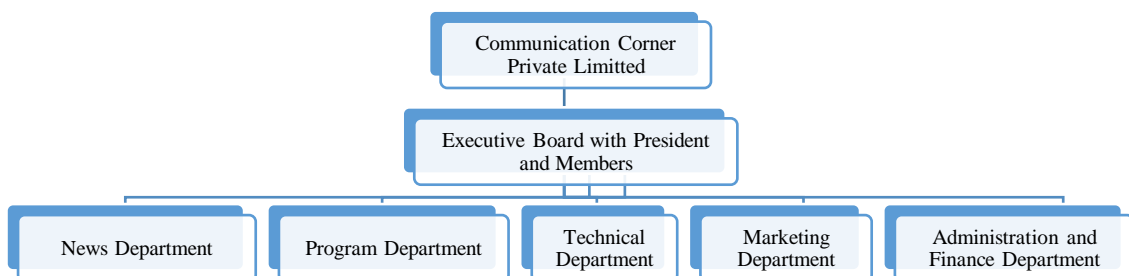
Ujyaalo Radio Network is an FM radio station that is run by Communication Corner Private limited. Communication Corner is Nepal's largest independent broadcasting organization in the private sector established in 1998. It runs Ujyaalo Radio, Ujyalo TV, Ujyaalo online. Ujyaalo has more than 220 partner radio stations across the country with more than 15 million listeners (Gopal Gurgaon, Personal Communication, 30 April 2022). It runs Ujyaalo 90 Network, a combination of FM stations, satellite, and online broadcasts. Ujyaalo Radio Network reaches eighty percent of geography and people with its reporters in seventy districts (Ujyaloonline, n.d.).

Ownership and Structure

Communication Corner Private Limited runs Ujyaalo Network as a private radio station. Communication Corner has an executive board to run the Ujyaalo Network. The executive board is led by the president who is responsible for the overall management of Ujyaalo Network. Members of the board have supervisory roles. Several departments report to the Executive President.

Figure 5.4

Organizational structure of Ujyalo Network



Source: Ujyalo Network

5.12.2 Types of Televisions in terms of Ownership

After the review of the data of television stations, Nepal Television is the only state-owned television while other televisions are established and run under Community and private ownership. Community television includes televisions established and run under cooperatives, NGOs, Clubs, Forums, Campaigns, and academies. The overall picture of the ownership of television stations is as follows:

Table 5.11

The status of the volume of television stations

Government	Community or non-commercial			Private	Not mentioned
1	Cooperatives	NGO/Forum/Campaign/Academy	Club	165	3
	5	11	1		
	17			165	3
Total 185					

Source: Department of information and broadcasting, government of Nepal

Thus, Table 5.11 shows that there are 165 television stations under private ownership while 17 of them are under community ownership. Community ownership includes televisions that are established and run under cooperatives, NGOs, and clubs.

Table 5.10 and Table 5.11 provide insights into the ownership distribution of radio and television stations in Nepal. The data reveals that the majority of stations operate under private ownership, with 422 radio stations and 165 television stations falling into this category. Following private ownership, community ownership holds the second position with 490 radio stations and 17 television stations. Meanwhile, government-owned entities consist of just two major players: Radio Nepal and Nepal Television.

1. Nepal Television

Nepal Television was established in 1985 under the *Communication Corporation Act 1972*. It started its initial transmission in Video Home System (VHS) format using a terrestrial transmission system with a few hours of transmission and gradually upgraded to Umatic, BetaCam SO, Beta Cam SIX, DV, and File Based Automation System. It started its transmission via satellite in 2001. NTV upgraded to HD format in 2019. Nepal Television has run broadcasting five channels which are NTV National in 1984, NTV Plus in 2003, NTV News in 2014, NTV Kohalpur in 2017, and NTV Itahari in 2020. NTV has terrestrial transmission coverage to 72% of the population and 52 % of land. It covers around 120 countries across the world via satellite.

Ownership and Organizational Structure

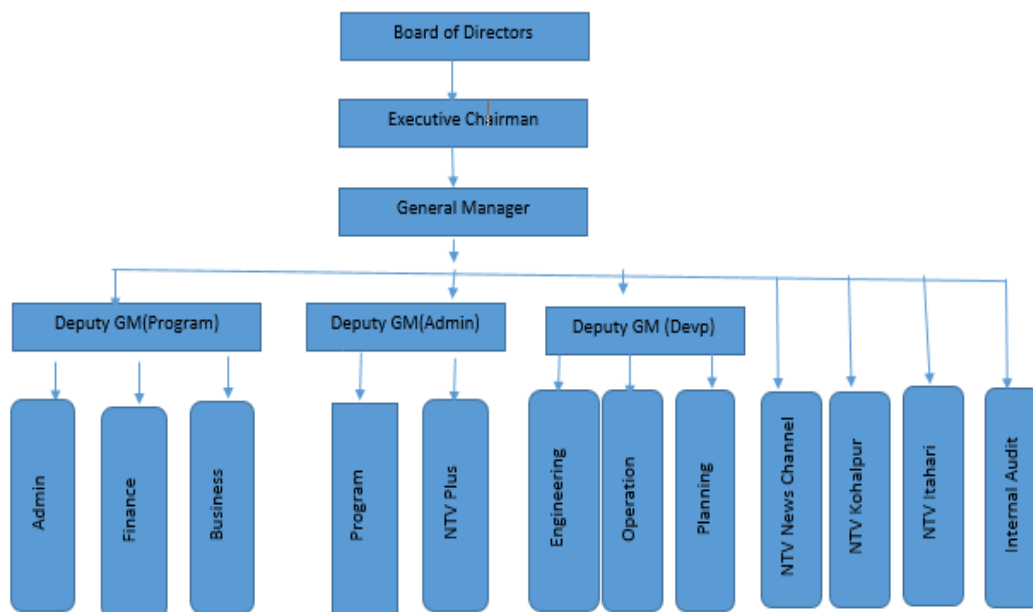
Nepal Television has been established as the national television broadcaster under the *Communication Corporation Act 1972*. As mentioned in the Act, the majority of the share of Nepal Television has been owned by the government of Nepal allowing it to form the management team. For the operation of Nepal Television, The board of directors with an Executive Chairman and 5 members is formed. The government appoints the Executive Chairman who chairs the Board of Directors.

If the government does not nominate an Executive Chairman, the General Manager of the organization chairs the Board of Directors. The General Manager is generally recruited through open competition. The members of the Board of Directors include the General Manager, one person among non-government shareholders elected from the annual general assembly, one person nominated by the government from government share, one person nominated by the government from the persons who have gained prominence in the working areas related to Nepal Television and,

one person among the shareholders of Nepal Television employees. Since NTV employees have not been allocated shares therefore government itself nominates a person as a board member even from this category (Personal Communication, Fulman Bal, 25 Aug, 2024). The organizational structure is presented below:

Figure: 5.5

Nepal Television organizational structure



Source: Nepal Television

2. AP1 TV

Annapurna Media Network is a privately owned leading media conglomerate. It has been established to contribute to the social and economic development of the country through responsible media practice. Annapurna Media Network owns and operates media brands like Annapurna Post and The Annapurna Express in print, annapurnapost.com, theannapurnaexpress.com, ap1.tv in digital, AP1 HD in television and Radio Annapurna Nepal in radio. Based in Thapathali, Kathmandu, AP1 Television was established on March 31, 2017. AP1 HD provides a wide range of television shows, live broadcasts, sports, and events around the country. AP1 TV

station is licensed for satellite transmission and can be accessed in almost 40 countries across the world.

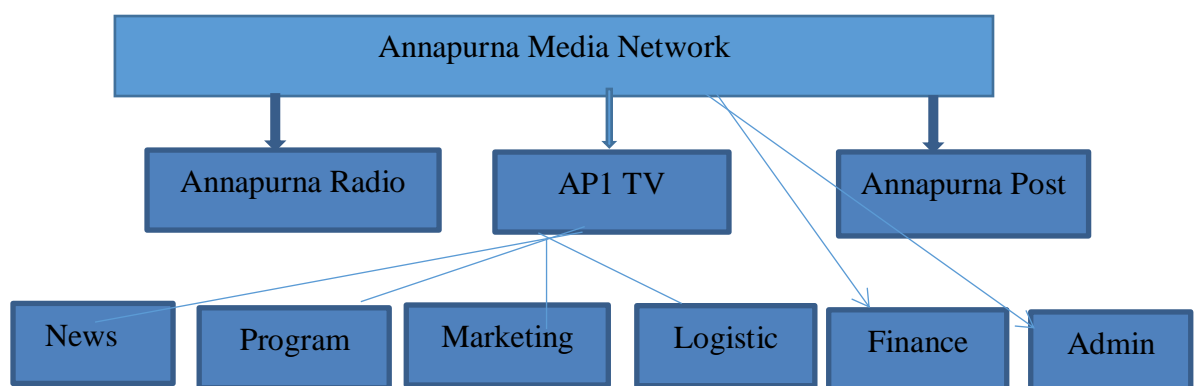
Ownership and Organizational Structure

AP1 Television is owned by Annapurna Media Network which is led by Chairman Rameshwor Thapa. On July 7, 2021, 3NI officially registered itself as Annapurna Media Network (AMN) as a media umbrella overlooking all the media platforms under it, among which the AP1 RV is the first HD TV channel in Nepal.

Annapurna Media Network supervises all media platforms including AP1 TV. All platforms have been led by the concerned head, who directly reports to the central office of Annapurna Media Network. AP1 TV has been led by Suresh Paudel, Director of Operation, who is responsible for the overall functioning of AP1 TV. All departments should report to the Director of the operation except the Finance and Administration department, which reports directly to the central office of Annapurna Media Network and has various departments such as the News Department, Program Department, Marketing Department, Account Department, Logistics, and Administration Department. Departments have their units. The detailed organogram of the AP1 TV is presented below:

Figure: 5.6

AP1 Television organizational structure



Source: AP1 Television

3. Environment Television (ETV)

Environment Television ETV Nepal was established in 2011 by registering the institution named *Yuba Jagaran Paryabaraniya Manch Batabaran* [Youth Awareness Environmental Forum]. With a call sign of ETV, Environment Television operates its activities from Lalitpur, Tharika as a community television. ETV does not broadcast live. It broadcast recorded television programs produced on its own and by others. ETV broadcast 24 hours. It broadcasts only entertainment programs. It is broadcast from satellite. It broadcasts from cable televisions and Dish TV along with its ETV app on the internet.

Ownership and Organizational Structure

ETV has a Board of Directors to run the television. There are four members in the board representing community members including the chairman of the board. The board usually takes the policy level decision and there is a separate executive head of television for daily operation. However, ETV board member, Anita Maharjan says the presiding Board of Directors of ETV, Krishna Hari Maharjan also takes responsibility for daily operations (Personal Communication, Oct 7, 2024). ETV does not have formal departments to carry out various functions of television.

5.13 Discussion

This chapter has examined the management practices of Nepali broadcast media, addressing one of the core objectives of this study. Contrary to the prevailing perception that Nepali broadcast media organizations lack proper management practices, the findings reveal that broadcast media managers implement various management practices. They integrate both general management and industry-specific management approaches.

Albarran (2010) presents an overview of radio and television management categorizing them in terms of technology such as AM Radio, FM Radio, HD Radio, Satellite Radio, Cable and Satellite Televisions but doesn't categorize these media from the ownership perspectives such as government, private and community media. He also discusses various management theories such as management as process and different approaches to management but doesn't cover the entire theoretical perspectives under general management and media-industry specific management approach. Mainali (2015) and Bista (2017) in their studies have only categorized the broadcast media from ownership perspectives as government, community and private. But, this study has further studied the entire landscape of radio and television media of the country and have identified various taxonomies of community radio and TV such as community ownership, cooperatives, NGOs, trustees, board, universities and so on.

Managing Radio Stations by Brian Lister, Caroline Mitchell, and Tony O'Shea published in 2010 is a complete guide to the management and operation of radio stations in a rapidly evolving media landscape. Moreover, Nelson & Porter (1948) devoted only to radio management which is designed for industry practitioners 'use while some authors only focus on the management of television stations as Kung-Shankleman (2000) compares the organizational structures of two major global media networks : CNN and BBC. But, this study has focused on the management practices in both radio and television stations. Additionally, previous research has not focused on exploring the management and leadership style of Nepali broadcast media. This study has found that Nepali broadcast media managers primarily adopt a participatory and democratic leadership style involving employees in decision-making processes, aligning with the principles of human relations theory.

CHAPTER VI
PROFESSIONALISM IN THE MANAGEMENT PRACTICES OF NEPALI
BROADCAST MEDIA

6.1. Introduction

This study examines whether Nepali broadcast media organizations practice management in their organizations professionally or not. To examine the professionalism of the management practices, some questions were included in the questionnaire survey as parameters for the professional practice of management. These parameters include the academic background and management training of media managers, the presence of sufficient rules and regulations, the trend of conducting editorial meetings daily, the use of digital technology, authority for content creation, methods of allocating tasks, focus on attendance or outcomes, , the weightage to ‘monitoring and evaluation’, planning by calling a planning meeting, and employee recruitment methods. Later in this chapter, these parameters are tested, elaborated and reinforced from in-depth interviews and observation.

6.2 Academic Background of Managers

In assessing the professionalism of the management practices of radio and television stations, it is instrumental to determine whether managers of these organizations have relevant educational backgrounds or not. Although managers are not expected to have expertise in all functional areas, it is desirable to have academic knowledge of the relevant field. It is desirable to have journalism and management studies for the managers who work in media organizations. Generally, managers are considered professionals in their fields if they have a relevant educational background. Respondents were asked about their educational backgrounds. Their answers are presented in detail in Table 6.1.

Table 6.1*Academic background*

S.N.	Academic Background	Number	Percentage
1	Management	22	22.45
2	Mass communication and journalism	46	46.94
3	Both	10	10.20
4	Others	20	20.40
Total		98	100

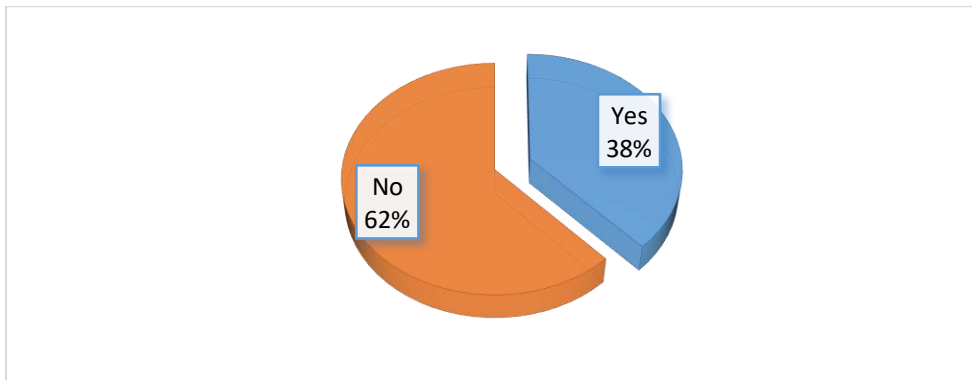
Source: Survey, 2021

Table 6.1 shows respondents' answers regarding their academic background. Out of 98, 46 respondents said their academic background was Mass Communication and Journalism, 22 respondents said 'Management', 10 respondents said management plus Mass Communication and Journalism, and 20 respondents said others. It shows that almost 20 percent of managers do not have either a management or media studies background.

This indicates the poor state of professionalism in terms of the academic knowledge of managers in relevant fields. However, almost 47 percent of managers have a media studies background and they can undertake management training to be more professional in their working areas.

6.3 Management Training

Media managers need to have management knowledge. Those managers who do not already have a management study background can participate in different kinds of managerial training to be professional in the field. Similarly, managers who do not have a media and journalism study background can take the training in that field. Broadcast media managers were asked whether they participated in management training or not. Their answers are presented in the Figure 6.1 below :

Figure 6.1*The status of management training*

Source: Survey 2021

Thus, the majority of respondents said they undertook management training which indicates that those managers who did not have a management study background might have appeared in the management training that helped them to be more competent and professional in their working areas.

6.4 Practice of Editorial Meeting

In radio and television stations, editorial meetings daily are considered crucial to finalizing the issues for news and programs. Such meetings are considered the professional way of running media organizations. Respondents were asked about the culture of editorial meetings in their organizations and their answers are presented in

Table 6.2:

Table 6.2*Editorial meeting*

S.N.	Editorial meeting	Number	Percentage
1	Yes	40	40
2	Never	4	4
3	Sometimes	47	47
4	Don't Know	9	9
Total		100	100

Source: Survey, 2021

Table 6.2 shows that the majority of broadcast media managers: 47 percent said they only called editorial meetings sometimes. Only 40 percent of respondents said they called editorial meeting in a daily basis. It seems that majority of Nepali broadcast media organizations do not call editorial meeting on a daily basis to finalize the contents of news and programs. This indicates that Nepali radio and Television stations seem not professional in this parameter, however, a large number of media managers: 47 percent know about editorial meeting and practice sometimes.

6.5 Methods for Chart Out Plans

How broadcast media managers chart out their plans is an important factor in assessing the professionalism of the management practices in their organizations. It highly matters in management practice whether managers plan haphazardly or systematically. The answers to this question are presented in Table 6.3

Table 6.3

Methods for chart out plans

S.N.	Methods for chart-out Plans	Number	Percentage
1	On my own	13	13
2	In consultation with employees	54	54
3	By reference of the previous plan	6	6
4	By calling a planning meeting	19	19
Total		100	100

Source: Survey, 2021

Table 6.3 shows respondents' answers on how they chart out the plan. 54 respondents said 'in consultation with employees, 19 said 'by a planning meeting, 13 participants said on their own and 6 said 'by taking reference of a previous plan. It

shows that 54% of managers chart out plans in consultation with employees which is good in terms of adopting participatory and democratic style of management that reveals the application of human relation theory of management but it can not be considered as systematic way of planning because only 19 percent of media managers call a planning meeting to plan for the activities. 13 percent of managers still plan on their personal intuition. Thus in terms of adopting planning method, Nepali broadcast media are not seemed professional.

6.6 Presence of Sufficient Written Rules and Regulations

The availability of written rules and regulations is an indicator of the management practice in radio and television stations. This indicates the professional functioning of organizations. The availability of written rules and regulations helps make managerial decisions and solve managerial problems systematically. Additionally, such rules and regulations also help establish a system for the career development of employees as well as define their rights and duties. One hundred respondents were asked about the provision of such rules and regulations in their organizations. Their answers are presented in Table 6.4.

Table 6.4

Availability of sufficient written rules and regulations

S.N.	Sufficient written Rules and Regulations	Number	Percentage
1	Not at all	2	2
2	Sufficient	40	40
3	To some extent	54	54
4	Don't Know	4	4
Total		100	100

Source: Survey, 2021

Table 6.4 shows that 40 percent of respondents, said there were sufficient written rules and regulations in their organizations which, is not so promising. 54 percent of respondents said they have sufficient rules and regulations only to some extent. Only two percent of respondents said they did not have any written rules and regulations. These all indicate that Nepali radio and television stations are not good at introducing sufficient written rules and regulations to guide the organization.

6.7 Methods of Allocation of Tasks to Employees

The practice of the allocation of tasks is also important to explore the professionalism of the management practice in Nepali radio and television stations. The allocation of tasks concept has its root in the theory of *Division of Labor* propounded by Adam Smith in 1776, through his book *Wealth of Nations*. Allocation of tasks helps for smooth and effective management. The methods of allocating take relate to leadership styles as well. Democratic leaders assign tasks to employees through consultation, the free-rein leader allows employees to choose their tasks on their own, and autocratic leaders allocate tasks to employees forcefully. Respondents' answers to this question are presented in detail form in Table 6.5.

Table 6.5

Methods of allocating tasks

S.N.	Methods of Allocating Tasks	Number	Percentage
1	Giving assignments daily	9	9
2	Let them free to choose the task on their own	16	16
3	Let them do their job as per their job description	36	36
4	All of them	37	37
5	Missing (respondents)	2	2
Total		100	100

Source: Survey, 2021

Table 6.5 shows that out of 100 respondents, 36 said they let employees do their job as per their job description, 16 respondents said they let them free to choose their tasks on their own, 11 percent of respondents said they give assignments daily and 37 respondents said they practice all of these. It shows that 37 percent of media managers say they let their employees choose tasks as per their job descriptions. This indicates the prior provision of the job description which is a professional practice of management.

In the context of Nepal, journalists are always protesting against their owners for not giving them appointment letters and clear job descriptions. Job description is the systematic way of allocating jobs to employees which is practiced in all sectors. It is even more important in the media industry to avoid the duplication of tasks among journalists. 17 percent of them say they let employees free to choose their tasks on their own, which refers to the free-rein or laissez-faire leadership style but it may bring the problems of work redundancy and wastage of time and resources.

Thus, this study shows not all media organizations have a provision for job descriptions which means they are still not well managed in terms of allocation of the task among employees. Thus, there is a mixed practice of allocating tasks in Nepali radio and television stations.

6.8 The Status of the Use of Computers and Other Digital Technology

The status of the use of computers and other digital technology reveals the professional practice of management in radio and television stations. As broadcast media itself is a technology-based media, the use of computers and other digital technology in the operation of activities reveals the professionalism of the organizations. Technology determines whether the management practice is traditional or modern. The use of computer software is not necessary only in the production and

presentation of news and programs, but also important in administration, finance, advertisement, and other departments to make their daily operation smart and effective. Respondents are asked about the availability of such technologies in their organization. Their answers are presented in the following Table 6.6.

Table 6.6

Availability of computers and digital technology

S.N.	Availability of digital technology	Number	Percentage
1	Sufficient	53	53
2	To some extent	39	39
3	Not significant	2	2
4	Don't know	6	6
Total		100	100

Source: Survey, 2021

Table 6.6 shows that only half of the respondents (53%) said they have sufficient computers and digital technology. This indicates that half of them still do not have sufficient computers and digital technology in such an age of technology. This shows poor practice of management in Nepali radio and television stations. This indicates that Nepali broadcast media management practice is not fully modernized and well equipped with the latest digital technology.

6.9 Method of Employee Recruitment

Employee recruitment is part of human resource management. The practice of employee recruitment is also an indicator of the overall management of the organization. The recruitment of competent employees in the organization has great value for the overall success of the organization as the main essence of human resource management is to ensure the right persons are at the right place at the right

time. Respondents were asked how their organizations recruited employees. The detail of their answers is presented in Table 6.7.

Tale 6.7

Employee recruitment

S.N.	Methods of employee recruitment	Number	Percentage
1	Open Vacancy	88	88
2	Personal recommendation	5	5
3	On the recommendation of political parties/ministers/owners	1	5
4	Outsourcing	4	4
5	Attracting employees from rival organizations	2	2
Total		100	100

Source: Survey, 2021

Table 6.7 shows the answers to how broadcast media managers recruit employees in their organizations. Out of 100 respondents, 88 said they recruit through open vacancies, 5 said through personal communication, 4 said from outsourcing, and 2 said by hunting from other rival organizations. It shows the trend in recruiting employees. The majority of respondents, 88% (N=88), said they recruited employees through open vacancies. This indicates that Nepali radio and television stations give priority to a merit-based system instead of favoritism.

This also indicates the professional practice of human resource management by creating equal job opportunities for all. This trend inclines more toward the practice of a general management approach to media. For media organizations, open vacancies are not favorable in all situations, especially at a time when an organization has to immediately fill the post of presenters, editors, or producers to avoid the interruption of news and program broadcasting.

6.10 Weightage to the Monitoring and Evaluation

Monitoring and Evaluation is one of the integral parts of good management. Monitoring and evaluation are related to 'Controlling', one of the fundamentals of general management. It is always important to monitor the activities to avoid deviation and, it is always important to evaluate the activities and performance for better performance in the future. In exploring the management practices of Nepali radio and television stations, it is highly important to assess the situation and how much weight they give to monitoring and evaluation. Respondents were asked about it and their answers are presented in Table 6.8.

Table 6.8

Weightage is given to 'Monitoring and Evaluation'

S.N.	Weightage to 'Monitoring and Evaluation'	Number	Percentage
1	High importance	37	37
2	Moderate importance	56	56
3	Less importance	6	6
4	Don't know	1	1
Total		100	100

Source: Survey, 2021

Table 6.8 shows respondents' answers on what weightage is given to monitoring and evaluation in their organization. 57 respondents said moderate importance, 37 said high importance, 6 said less importance, and 1 said 'don't know'. It shows that Nepali radio and television stations give adequate priority to 'monitoring and evaluation'. It seems radio and television stations of Nepal apply a general management approach to their organizations by following monitoring and evaluation as part of 'controlling', one of the fundamentals of management. 6 percent of

respondents still do not know the importance of monitoring and evaluation, which indicates they are not practicing management properly.

6. 11 Final Authority for Content Approval

The delegation of final authority for content approval is a key aspect in analyzing the management practices of Nepali radio and television stations. The individual or entity responsible for final content approval holds significant influence within a media organization. To examine this practice, respondents were asked to describe their organization's approach, and their responses are presented in Table 6.9.

Table 6.9

Final authority for content approval

S.N.	Final authority for content approval	Number	Percentage
1	Owner or Board of Directors	4	4
2	GM or Executive Director	20	20
3	Head of News and Program Department	70	70
4	Don't Know	6	6
Total		100	100

Source: Survey, 2021

Table 6.9 shows that 70 percent of respondents say the head of the news and program department is the final authority for the final approval of the contents, 20 percent say General Manager or Executive Director, 4 percent say the owner or Board of Directors, and 6 percent say 'don't know'. It shows that the majority of respondents say the head of the news and program department is responsible for the finalization of content.

This indicates the good practice of management in radio and television media. However, a remarkable number of respondents (20%) said Executive Director or GM is responsible for finalizing the content which does not seem to be a good practice. These responses can be expected from small-scale or low-budget radio and television stations where the head of the organization may himself/herself involved in content creation and finalization.

6.12 Priority to Attendance or Outcomes

The management practices of Nepali broadcast media organizations are consistently analyzed within the framework of either a media industry-specific approach or a general management approach. In this context, this question holds significant importance. Media organizations are often criticized for prioritizing attendance over actual outcomes. A common practice, particularly in government media organizations, is employees marking electronic attendance at designated entry and exit times without making meaningful contributions. Examining this phenomenon provides insight into the actual management practices of Nepali media organizations. The responses to these questions are presented in Table 6.10.

Table 6.10

Weightage to attendance or outcomes

S.N.	Attendance or outcomes	Number	Percentage
1	Only Attendance	10	10
2	Only outcomes	20	20
3	Both	70	70
4	Don't know	0	0
Total		100	100

Source: Survey, 2021

Table 6.10 shows the answers of respondents about whether their organization is more on attendance or employee outcome. 70 respondents said on both- outcomes and attendance, 10 said only on attendance, and 20 respondents said only on outcomes. It shows the majority of respondents said they focused on both- attendance and outcomes. Media work is different unlike other works so it should be focused more on outcomes; but at the same time attendance also should not be undermined to maintain the regular working hours of employees. Thus, the majority of broadcast media organizations in the country have understood that they should focus both on outcomes and attendance.

However, 20% favor only to outcomes emphasizing to result-oriented management which is also inclined to the Human Relation Theory of management.

6.13 Survey Result of the Professionalism in Management Practices

The Following table shows the composite result of the survey on the status of professionalism in the management practices in Nepali Radio and Television Stations. Some parameters were set during questionnaire survey to determine the professionalism.

These parameters include the academic background of broadcast media managers, participation in management training, availability of sufficient rules and regulations, tendency of daily editorial meeting, use of digital technology, news and program department's authority for content creation, allocation of task as per job description, focus on outcomes than attendance, importance to 'monitoring and evaluation', planning by calling planning meeting and open vacancy for employee recruitment.

The overall result on the professionalism in the management practices in Nepali broadcast media has been shown in Table 6.11.

Table 6.11*Professionalism in the management practices in Nepali broadcast media*

S.N.	Parameters	Yes	No	Total percent
1	Academic background in both media and management	10 %	90%	100
2	Undertaken management training	62%	38%	100
3	Sufficient written rules and regulations	40 %	60%	100
4	Daily Editorial meeting	40 %	60%	100
5	Sufficient use of digital technology	53 %	37 %	100
6	News and Program Department as final Authority for content creation	70%	30%	100
7	Allocating tasks as per job description	36 %	64%	100
8	Focus on outcomes than attendance	20%	80 %	100
9	High importance on ‘monitoring and evaluation’	37 %	63 %	100
10	Planning by calling a planning meeting	17 %	83 %	100
11	Open Vacancy for employee recruitment	88%	12%	100

Source: Survey 2021

Table 6.11 shows the overall status of the professionalism of broadcast media management in Nepal. Out of 11 parameters in determining the professionalism of management practices in Nepali broadcast media organizations, the majority: 7 parameters have below 50 percent scores. Therefore, the survey results show that the overall management practice in Nepali broadcast media organizations seems not professional.

6.14 Identification of Issues for Further Exploration

As this research employs a mixed methods research design to achieve its objectives, some quantitative findings of the survey regarding the state of professionalism in the management practices that need further elaboration ,

justification, and validation from in-depth interviews and observation are identified as follows:

- a) Recommendations for the improvement of the management of broadcast media organizations.
- b) The Practice of human resource management
- c) The Practice of financial management

a) Recommendation for the Improvement in the Management of Broadcast Media Organization

Broadcast media managers, experts, and media intellectuals have forwarded various recommendations for improvement in the management of broadcast media. Gopal Guragain, chairman of the Ujyalo network suggests the government to categorize FM radios into the commercial, community, and public service radio categories (Personal communication, April 20, 2022).

He says there should be the involvement of community members in the management of community radio. Mentioning the inadequacy of journalism academic institutions, Gopal Guragain, Chairman of Ujyalo Network, says existing academic institutions produce not more than 300 journalists in a year while the demand is about 7 hundred employees in a year (Personal communication, April 20, 2022). Media managers have suggested that the government should not issue a license for Television media without ensuring of necessary infrastructure. They have also suggested no political party unionism in media organizations. There should not be political and other vested interests in the media. Ram Krishna Regmee says broadcasters should be respected to prevent the field from being neglected (Personal Communication, May 11, 2022).

Broadcast media expert Tapanath Shukla recommends not appointing a raw person as the head of a media organization (Personal Communication, April 27, 2022). Raghu Mainali, a Media management scholar stressed creativity and innovation in the field of program production and broadcasting for survival in the long run (Personal Communication, May 10, 2022).

b) The Practice of Human Resource Management

Human resource management is acknowledged as imperative to achieve the overall goal of the organization. Robbins and DeCenzo (2001) says the crux of human resource management is to ensure the right persons, are at the right place at the right time. In broadcast media too, it is extremely important to ensure competent manpower in various working areas including news, program, engineering, and marketing. In Nepal broadcast media, government-owned media radio Nepal, and Nepal Television follow all the processes and procedures of human resource management as prescribed by the civil service authority of the country.

They have to follow all the processes from Human Resources needs assessment to the final posting of recruited employees as per the prevailing civil service act, while private broadcasting media generally call vacancies and recruit necessary manpower. Private and community media are free to decide human resource needs and procedures on their own. There is a tendency to hunt skilled manpower from rival media organizations offering better salaries and opportunities.

They appoint staff on personal recommendation, university placement, on-the-job training, and giving job opportunities to university internees. They can make quick decisions in hiring and firing every media organization that has followed the practice of performance appraisal as well as of their employees. The government broadcast media do follow the same performance appraisal as practiced in civil

service offices where at the end of every fiscal year, a set of forms with performance indicators are distributed to each employee and asked them to fill up and later mark by the immediate supervisor, review committee and head of the organization with different marks. Private and community broadcast media have imposed various tools of performance appraisal such as monitoring at the workplace, and asking them to write an essay on the tasks they completed.

Some community radios have three-month and 6 months duration performance appraisal systems as well. They use performance appraisal to provide an opportunity to employees including promotion and opportunity to training at national and international levels. Human resource management of some Nepali Radio and Television are discussed in detail below:

i) Human Resource Management of Radio Nepal

The Administration Department is responsible for the overall human resource management of Radio Nepal. However, it has to be guided by the related Acts, Regulations, procedures, and Directives along with instructions from the concerned ministries and government bodies. According to Buddhi Bahadur K.C., Executive Director of Radio Nepal, the Ministry of Finance should give consent to the total number of employees and Radio Nepal cannot exceed the number (Personal communication, June 17, 2022).

For the recruitment of permanent employees, Radio Nepal should determine the percentage of recruitment in different categories such as open competition, internal competition, and performance appraisal-based promotion and get approval from the Civil Service Commission, then only it can proceed ahead for the vacancy announcement, written test, practical test, interview, selection, and posting (Buddhi Bahadur K.C, Personal Communication, June 17, 2002). A Recruitment Committee is

formed for the new recruitment and promotion of employees which coordinates closely with the Civil Service Commission.

There are different types of recruitment which are permanent employees, employees on a contract basis, employees on a shift basis, and outsourcing employees. Permanent employees are generally classified on various levels from the fourth level to the 11th level, in which employees below the 6th level are considered assistant level employees and employees from the 6th level to the higher are considered as officer level (Departments, Radio Nepal, n.d).

ii) Human Resource Management of Radio Sagarmatha

The Administrative Department is responsible for the overall management of Human resources. For the recruitment of employees, a recruitment committee is formed. Radio Sagarmatha mostly recruits university graduates for internships and after the end of the internship relevant department recommends to the recruitment committee to give appointment letters to the competent ones. Besides, it also recruits employees from open vacancies and internal searches in the organization.

iii) Human Resource Management of Ujyaalo Network

There is an Administrative Department that looks after all the human resources issues of the organization. For the recruitment of human resources, the Administrative Department first prepares ToR (Terms of Reference) for recruitment. It analyzes existing human resources and plans for future needs of human resources. For recruitment, it uses different tools such as internal search, promotion, and open vacancies. Departments are independent in recruiting staff in the respective departments and for the recruitment of news editors, reporters, and news and program presenters, they have to inform the higher level of management. For the performance appraisal, all staff are interviewed.

iv) Human Resource Management Nepal Television

The Administration Department is responsible for the overall human resource management of Nepal Television. However, it has to be guided by the related Acts, Regulations, Procedures, and Directives along with instructions from the concerned ministries and government bodies. According to Fulman Bal, General Manager of Nepal Television, the Ministry of Finance should give consent to the total number of employees (Personal communication, Aug 25, 2024). According to him, there are different categories of employees such as permanent, on contract basis, daily and monthly wage basis, service contract, stringer reporters, shift and bulletin basis.

For the recruitment of permanent employees, Nepal Television should determine the percentage of recruitment in different categories such as open competition, internal competition, and performance appraisal-based promotion and get approval from the Civil Service Commission, then only it can proceed ahead for the vacancy announcement, written test, practical test, interview, selection, and posting (Personal communication, Fulman Ball, Aug 25, 2024).

A Recruitment Committee is formed for the new recruitment and promotion of employees which coordinates closely with the Civil Service Commission. Permanent employees are generally classified on various levels from the fourth level to the 11th level, in which employees below the 6th level are considered assistant level employees and employees from the 6th level to the higher are considered as officer level.

v) Human Resource Management AP1 TV

All Human Resource Activities are managed by the Human Resource Department which directly comes under the Central Office. However, news and program departments also recruit needful human resources in times of launching new

programs such as franchise reality shows in the shortest time. Otherwise, departments including news and program reports of the vacant posts to the central office-led Human Resources department and initiates the process. If AP1 TV has to select editors, reporters, camera persons, and content writers in a normal situation, it lets the Human Resources department know about the situation and the qualifications and skills they should need and the Human Resources department will do it by publishing vacancies in national newspaper and social sites.

AP1 TV also runs programs such as reality shows like *Nepal Idol* on a project basis. For this project, it hires needful human resources on its own for the project period.

vi) Human Resource Management Environment Television (ETV)

ETV currently has four staff in total. Chairman of the Board of Directors, Krishna Hari Maharjan looks at technical issues of television. One camera person, one video editor, and one program host are working daily. Employees do not have clear job descriptions. It is not unusual for a program host to sit for video editing and handle the camera as and when necessary. Employees are recruited based on personal contacts only from the community. Sometimes, ETV calls for volunteers from the community to work at ETV

c) The Practice of Financial Management

The practice of financial management also determines the state of professionalism. The economic health of organization is vital for the survival in the long-run. Financial Management of some of the radio and television stations representing community, government and private ownership are closely observed in the study as presented below:

i) Financial Management of Radio Nepal

For the development and operation of Radio Nepal, there is a fund that includes the amount received from the government, the amount received from foreign countries and international agencies, revenue received from advertisements, and the amount received from other sources as mentioned in *Radio Nepal Gathan Adesh 2041* [Radio Nepal Formation Order 1984]. The Ministry of Finance provides an annual budget for capital and general expenses. According to Buddhi Bahadur K.C, Executive Director of Radio Nepal (Personal Communication, June 17, 2022), Radio Nepal is not able to earn revenue even to cover operational expenses, therefore, it has to rely on the government both for development and operational budget.

For the mobilization of the fund, Radio Nepal has to comply with all financial rules and regulations of the government including its financial regulations, procedures, and guidelines. As a public institution, it has to follow the government's public procurement procedure and meet all financial standards and obligations set by the Office of the Auditor General and Financial Comptroller General Office (Personal Communication, Buddhi Bahadur K.C., June 17, 2022).

ii) Financial Management of Radio Sagarmatha

Radio Sagarmatha collects membership fee of 1,000 rupees from each member. However, the allocation of this fee is distributed as follows: 500 rupees are directed to the Environment Journalist Award Fund, 250 rupees cover the management costs of NEFEJ, and only 250 rupees contribute to Radio Sagarmatha's operating expenses (Sabin Sharma, Personal Communication, June 2, 2022). According to Sharma, the station has barely more than 100 members, as there are relatively few journalists specializing in environmental reporting. According to Sharma, Radio Sagarmatha initiated the *Itta* program, a kind of fundraising campaign

in the past, and managed to build its building but there's no such fundraising program these days. He further explains that Radio Sagarmatha generates an annual income of approximately 40 to 50 lakh rupees, while its expenses exceed 70 to 80 lakh rupees. The financial shortfall is compensated through funding from other NEFEJ projects, such as *Aankhijhhyal*, a television program focused on environmental issues.

Sharma says Radio Sagarmatha used to have many big projects for the production and broadcasting of radio programs in the past from donor agencies and it could save money on these projects, but these days' private FM radios have come up with unhealthy competition by being ready to produce and broadcast the same radio programs in a very low cost. Radio Sagarmatha continues to adhere to the principles of community radio broadcasting by refraining from accepting advertisements, despite this being against the prevailing trend. As a result, it faces significant financial challenges (Sabin Sharma, Personal Communication, June 2, 2022).

iii) Financial Management of Ujyalo Network

Advertisement revenue is the main source of finance to run the radio. Ujyaalo Network spends more than 60 percent of the total budget on salaries and other benefits to staff. If not possible to cover all costs from advertisement, management searches for other sources of finance (Gopal Guragain, Personal Communication, April 30, 2022). Other sources of finance for radio stations may include project grants, property leases, and offering studios on rent.

iv) Financial Management of Nepal Television

For the development and operation of Nepal Television, there is a separate fund in the name of Nepal Television that includes the amount received from grants and loans, the amount received from advertisement revenue, and other sources

For the mobilization of the fund, Radio Nepal Television has to comply with all financial rules and regulations of the government including its financial regulations, procedures, and guidelines. As a public institution, it has to follow the government's public procurement procedure and meet all financial standards and obligations set by the Office of the Auditor General and Financial Comptroller General Office.

v) Financial Management AP1 TV

All financial activities of AP1 Television are managed by the Finance Department which falls under the Central Office of Annapurna Media Network. The Director of Operation, the head of AP1 Television does not supervise the Financial Department. The Finance Department allocates the budget to the departments as per their programs. Departments first prepare programs and pitch them to the higher management of Annapurna Media Network which is for the budget. If management conveniences on the programs, it will release the necessary budget.

vi) Financial Management of ETV

ETV has around 7 lakhs of annual revenue. According to Anita Maharjan, a member of the Board of Directors, ETV is not at a loss as it has its building for which it does not have to pay rent. The main sources of revenue of ETV are the amount received from Government Welfare Aid, advertisements from local bodies and businesses, and the amount received from other national and international TV channels such as National Geography, for relaying and broadcasting their programs.

6.15 Overall Status of the Management in Radio and Television Stations in Nepal

The overall status of media management in Nepali broadcast media is portrayed as being based on the review of relevant literature, policy review, study of relevant documents, and interviews with broadcast media managers. The factors including

ownership, structure, purpose, accountability, human resource, and finance among others determine the status of management, which is presented in the Table below.

Table 6.12

The status of management in radio and TV

Broadcast Media	Ownership	Structure	Purpose	Human Resources	Fund
Government Broadcast Media	Government	Board of Directors, Executive Director or Chairperson or General manager, and different departments	Public Service and Profit	Recruited by organization in the involvement of Public Service Commission	Government Funds and the organization's revenue from ads and other sources
Community Media	NGOs/INGOs/Cooperatives/Campaigns/Forums/Universities / Academies/Local Government /Club/Library/Religious groups	Board of Governors	Public Service and profit	managed by the Organization itself	Funds from concerned institutions/membership fees/ revenue from advertisement
Private Media	Owner/investor	Corporate board/single owner/Partnership	Profit	Managed by the organization itself	Funded by the private sector

Source: The researcher himself

Table 6.12 shows that the major types of broadcast media in Nepal are government broadcast media including Radio Nepal and Nepal Television. The ownership pattern includes Government, NGO, INGO, Cooperatives, Campaigns, Forum, Universities/Academics, Local Government, Club, Library, Religious Groups and, Corporate and Private Owners. The structure of these media depends on their

ownership pattern. For Government and Public Service Broadcast Media there are Board of Directors at the top, Board of Governors in Community Broadcast Media and Corporate Board in corporate media. The purpose of Nepali Broadcast media varies from profit making to public service. For Human Resource Management, some radio and television recruit and manage human resource on their own and some take help of Public Service Commission and independent private sector HR consultants.

The funding of Nepali broadcast media depends on their ownerships. Government subsidies, advertisement revenue, assistance received from foreign countries and organizations and other income such as land and building rent, broadcast equipment's and studios on hire among others are the source of fund.

6.16 Discussion

This chapter analyzes the professionalism of Nepali broadcast media organizations and finds that Nepali Broadcast media organizations do not fully adhere to professional management practices. Previous research has not specifically focused in examining the professional standards of management in broadcast media, but this study has examined some professional parameters. *Community MHZ: Assessing Community Radio Performance in Nepal (2011)* sets seven performance indicators such as participation and ownership, radio governance, radio program, resource structure and management, station management, financial management, and networking for the assessment of the management of 15 community radio stations in Nepal.

However, this study has set eight different indicators for the professional practice of management in both radio and TV medium for all ownership types such as government, community and private that include a plan for the activities, authority to mobilize resources, employee participation in decision making, consultation with

employee unions, protocol assignment to the news and program department, accountability for wrong content production and broadcasting, handling of human resources issues, and freedom to the employee to choose their tasks.

Regmee (2006) discusses the concept, skill, aim, and functions of management and attempts to replicate or redefine the fundamentals of general management into media organizations but does not focus specifically on broadcast media organizations. But, this study has revealed the management practices of radio and television stations exclusively.

Dhungel (2012) has outlined various problems and challenges in the management of Nepali media organizations that include the lack of competency and professionalism of media managers but did not discuss the professional standards of management practices extensively.

This study has not only discussed on the professional parameters of radio and television stations but also identified several limitations, including inadequate funding, a shortage of competent human resources, restricted access to modern technology, weak regulatory frameworks, a lack of commercial orientation, and the influence of political and economic forces.

CHAPTER VII

FINDINGS AND CONCLUSIONS

7.1 Findings

The major findings have been analyzed based on facts obtained from the research through surveys, in-depth interviews, and observation methods. The achievements, according to the three objectives determined in the research, are mentioned below in chronological order.

A) The first objective is to examine the perceptions and understandings of broadcast media managers on the concept and nature of media management. This objective also attempts to measure the knowledge of broadcast media managers on the special features of the media industry and the distinct nature of information products. The research shows that the majority of broadcast media managers well know that media management is special, distinct, and complex because of the special features of the media industry and the distinct nature of information products.

To be more precise, they perceive media management as the overall management of media organizations. The majority of broadcast media managers in the survey have opined that the goal of media organizations should be public service with reasonable profit (59%), which is a clear indication that broadcast media managers rightly understand the goal of media organizations. This perception of media managers on the goal of media organizations inclines to the social responsibility theory of management. The majority of managers in broadcast media have perceived all the departments in media are vital (63%) while the second big number of media managers think news and program departments are more vital than others referring to the gap in the understanding of the significance of the departments within the media house. Media managers have perceived management as an extremely

important factor in achieving success. They have understood that media management is the overall management of media organization such as financial management, human resource management, content management, and more under the broad perspectives of management (98%).

The findings of the questionnaire survey on the understanding of media management are supported and further elaborated by interviewees in the in-depth interviews. While the questionnaire survey revealed that media managers should have an academic background of media and management study (75%) for better performance, similar opinions have been expressed by media management scholars, media experts, and current and former heads of broadcast media organizations interviewed in the study.

The survey finds that broadcast media managers are well informed about the distinct, special, and complex nature of media management because almost all broadcast media managers in the survey say that media management deals with human resources and technical tools simultaneously (92%), be accountable to the public even if it is privately funded (100%), media business is the combined venture of media productions (85%), it has to deal with labor specialty against the personnel headcount (95%), each media product is distinct (91%) and above all, it is a creative industry, unlike others (97%).

The views expressed by broadcast media managers through questionnaire survey were later explained, elaborated, and tested by individuals from the academia and industry personals including former and current heads of radio and television organizations during in-depth interviews. They expressed opinions that supervising well-informed journalists is not the same as supervising workers or employees in other organizations., motivating journalistic employees is not the same as motivating

other types of employees. They said, if management interferes with the independent work of journalists, they cannot be motivated despite offering them any incentives including lucrative benefits. They further expressed opinions that the media industry is a knowledge-based industry leaning towards the learning organization theory, in which, a media organization is considered as a learning organization that gains knowledge by learning from experiences and transfers that knowledge within organizations.

Questionnaire survey respondents and in-depth interviewees expressed similar opinions that broadcast media organizations deserve more than general management because the media business is different from others. Thus, they have emphasized the application of a media industry-specific management approach to the management of radio and television stations because media products are more intellectual and imperceptible rather than physical, media products are offered in dual markets, the consumption of media products do not result in decreasing the quantity, media products cannot be forecasted among others.

Applying a media industry-specific management approach refers to the application of a separate set of theories, if any, which is exclusively developed for the management of media organizations or applying general management theories after redefining them in the context of media industry. Thus the result from survey, in-depth interviews and observations show Nepali broadcast media managers have sufficient knowledge and understanding on the concept and distinct nature of media management.

Additionally, the opinion expressed by Nepali broadcast media managers, broadcast media management scholars and experts during survey and in-depth interviews in the areas of employee participation in decision making, consulting with

employee unions in policy level decisions, providing freedom to employees to let them choose their tasks favors the Human Relation Theory of management in managing Nepali broadcast media organizations.

B) The second objective of the study is to explore the management practices of Nepali radio and television organizations. For this, some parameters or indicators were set to examine in the survey that include a plan for the activities, authority to mobilize resources, employee participation in decision making, consultation with employee unions, protocol assignment to the news and program department, accountability for wrong content production and broadcasting, handling of human resources issues, and freedom to employee to choose their tasks, have been set to explore the management practices of Nepali broadcast media organizations.

In in-depth interviews, some themes were selected to explore the practices of management such as redefining the process of management in the context of media, the application of management approaches and theories into media organization, management trends and SWOC analysis of broadcast media.

Broadcast media organizations seem good at practicing planning in their organizations. Almost two-thirds of survey respondents said that they used to do planning of their activities.

Broadcast media managers get employees involved in the formulation of planning and decision making which is a good example of participatory management practices. This practice inclines to the human relations school of management, in which human behaviors are studied and treated accordingly for increased productivity. This also refers to the practice of democratic leadership style in Nepali radio and television.

For the mobilization of resources by news and program departments, Nepali broadcast media organizations do have mixed practices. Almost half of them are free to mobilize resources on their own, while almost one-third have limited resource mobilization authority and almost one-third do not have authority for this.

There is a mixed practice in handling human resource issues. Almost half of the media organizations of the country have a separate department of administration to look after these issues, while one-third of them do have the provision to look at such issues by the concerned department itself, which means news and program departments manage their human resources on their own. In another one-third of broadcast media, human resource issues are handled by both administrative and individual departments.

Nepali broadcast media organizations have generally given equal importance to all the departments, however, a remarkable number of them has given more importance to News and Program Department (s).

Almost half of the media organizations in the study make the head of the news and program department accountable for the wrong content creation; even if it is done at the scriptwriter, editor, and producer level. Furthermore, a remarkable number of broadcast media make the head of the organization accountable for the wrong content creation.

In Sum, Nepali broadcast media organizations seem good and strong in fulfilling some of the parameters indicating the better practice of management such as always planning (78%), participating employees in decision-making (56%), However, the majority of parameters such as recognizing the news and program department as an important department (37%), authority to mobilize resources(44%), handling of human resource issues by Administration Department (46%), making department

head accountable for wrong content production and broadcasting (48%), and freedom to employees to choose tasks on their own (33%) are not fulfilled adequately.

Thus, survey result shows the practice of management in broadcast media organizations in Nepal seems poor. In-depth interviews and observation reveals further areas in the practice of management in radio and television stations. While exploring the status of Nepali broadcast media from management perspectives, the study finds various strengths of Nepali broadcast media including the free and open media policy of the government, the democratic regime of the country, the availability of the latest technology, diversified audience market, the availability of colleges and universities which teach media and journalism.

The weaknesses include lack of trained manpower, lack of financial resources, the small size of the advertisement market, lack of competitive competence, lack of quality programs to broadcast, not enough budget for research and development of audience-centered radio and TV programs, weak management, no motivation and reward for staffs, political influence among others. Nepali broadcast media have tremendous opportunities to increase audience size by introducing creative and quality media programs.

The free and open media policy of the state is an opportunity for all media. The federal, provincial, and local level structure of the state is an opportunity for media to operate in all these tiers of the government. Local-level media can be supported by the local government, provincial-level media can be supported by the provincial government and they can get assistance from the federal government as well.

Overall challenges of Nepali broadcast media can be classified under technological, financial, human resources, legal, emergence of new and social media,

social, political, and languages among others. From theoretical perspectives, Nepali radio and television organizations tend to follow the human relations theory of management.

C) The third objective of this study is to analyze how professionally Nepali broadcast media are running. To determine the professionalism of broadcast media, some indicators are examined in the survey, some themes related to the professionalism are discussed in in-depth interviews and some broadcast media based in Kathmandu valley are observed.

These survey indicators for the professionalism include the academic background and management training of media managers, the presence of written rules and regulations, the trend of conducting editorial meetings daily, the use of sufficient digital technology, final authority for content creation, methods of allocating tasks, focus on attendance or outcomes, giving high importance to 'monitoring and evaluation', planning by calling a planning meeting, and employee recruitment methods.

The in-depth interview themes regarding the professionalism in practicing management in broadcast media include the practice of planning, organizing, leading and controlling, decision making, resource mobilization, financial performance, work environment etc.

The study shows that almost half of media managers in the survey have a media studies education background, and one-third of them have a management studies background. The remaining one-third have neither a media studies nor a management studies background. Thus, in terms of the educational background of media managers, not all managers have relevant educational background. However, those who without a media studies background have participated in media and

journalism trainings, and those without a management education background have undertaken management training, which is good from a professionalism point of view.

The editorial meeting is considered one of the systematic ways of selecting the news and program content in media, but this study finds that only half of media organizations in Nepal tend to hold an editorial meeting. The rest of the media organizations do not practice it. Therefore, broadcast media organizations are not well-managed in terms of systematically selecting broadcast content through daily editorial meetings.

The study shows that only half of the respondents reported sufficiently using digital technology in their organizations. The other half stated they did not have sufficient digital technology. In-depth interviewees expressed the opinion that Nepali broadcast media organizations are far behind in adopting digital technology, blaming insufficient budget for this. Thus, the use of digital technology in Nepali radio and television stations is not at a satisfactory level.

The practice of task allocation among employees is also prevalent, with many methods employed, such as assigning tasks to employees, allowing them choose their tasks on their own, or assigning them as per their job descriptions. These practices indicate the use of general management approach in the media industry, with the focus on human relations theory of management. The allocation of tasks has its roots in the theory of division of labor, first prescribed by Adam Smith, the renowned economist of all time.

As far as the recruitment of human resources for the organizations is concerned, almost ninety percent of broadcast media select human resources through open competition. A nominal number of media organizations, however, recruit manpower through personal recommendations, by stealing from rival organizations,

and by accepting requests from political party leaders, ministers and so on. This shows that Nepali broadcast media organizations are good enough in the recruitment of human resources by following a merit-based system. In managing employee attendance, the majority of organizations focus on both attendance and outcomes, while few organizations just focus on the headcount of employees instead of their outcomes.

While looking at the status of adopting monitoring and evaluation tools of management, Nepali broadcast media have given only moderate importance to them. Nepali broadcast media organizations generally give more importance to the news and program department; however, a remarkable number of them do give equal importance to all departments.

As far as the practice of giving authority for content creation is concerned, more than seventy percent of broadcast media do give this authority to the head of the news and program department. Still, remarkable number of media organizations give this authority to the Executive Director and Managing Director, which is not acceptable because they are not the individuals who should create contents, but rather manage the entire organization.

Almost half of the media organizations in the study make the head of the news and program department accountable for incorrect content creation, even if the error originates at the scriptwriter, editor, or producer level. Furthermore, a remarkable number of broadcast media organizations make the head of the organization accountable for erroneous creation.

In sum, according to the data received from the questionnaire survey, the management practices of Nepali broadcast media do not appear professional. This is because, 7 out of 11 indicators have scored below 50 percent: academic background

in both media and management (10%), availability of sufficient written rules and regulations (40%), practice of daily editorial meeting (40%), allocating tasks as per job description (36%), focus on outcomes than attendance (20%), high importance on Monitoring and Evaluation (37%) and practice of planning by calling planning meeting (17%).

In terms of planning practices, the government broadcast media organizations like Radio Nepal and Nepal Television have very sophisticated processes. They organize annual planning and budgetary meetings that include the heads of all departments and branches. After discussions, they formulate plans and allocate budgets (Buddhi Bahadur K.C, personal communication, June 17, 2022).

Corporate and private-sector broadcast media also have a formal planning process. They usually call staff meetings, solicit programs ideas from respective departments, and then allocate the budget accordingly (Guragain, personal communication, April 20, 2022). However, the majority of single-owner private FM stations do not engage in systematic planning and budgeting, as the owners make all decisions on their own (Sabin Acharya, personal communication, April 15, 2022). It appears that Nepali broadcast media generally plan their activities.

Organizing mainly relates to how the organization is structured. Do Nepali broadcast media organizations follow the six basic principles of organizational design: division of labor, control of span, chain of command, centralization and decentralization, authority and responsibility, and departmentalization? Media scholars and broadcast media experts interviewed during in-depth interviews expressed opinions that big media institutions, including government and private ones, practice these principles of organizational design. However, small private FM

stations and low-budget community radio and television are unable to structure their organizations properly according to these principles.

Providing effective leadership is a core responsibility for an organization, dealing with aspects like employee motivation, decision-making, human resources, etc. This study, however, found that Nepali broadcast media are struggling to motivate their employees, based on interviews with media scholars, intellectuals, and management experts.

As far as career development is concerned, news reporters and editors are groomed to be administrative heads rather than creating similar positions in his/her working areas (Mainali, Personal Communication, 10 May 2022). In government broadcast media, the reward and punishment system is weak which does not motivate employees at all (Tapanath Shukla, personal communication, April 27, 2022). Private broadcast media organizations with small investments such as FM radio and regional televisions do not care much for employee development (Gopal Guragain, personal communication, April 20, 2022).

Nepali broadcast media organizations have not given priority to the training and development of human resources except for a few big media houses. The government broadcast media organizations are often led by persons who come from political appointments and lack the proper competency to run media (Tapanath Shukla, Personal Communication, April 27, 2022). In private broadcast media, owners are in a decisive position to recruit persons in their favor. By viewing all these facts, the leading part of Nepali broadcast media seems weak.

Controlling refers to the initiation or mechanism that assures to avoid the deviation of work. Monitoring and evaluation is one of the effective control mechanisms. However, only 37% of broadcast media in the study have given priority

to Monitoring and Evaluation. The majority of Nepali broadcast media do not give high importance to Monitoring and Evaluation. Thus, controlling part of Nepali broadcast media also seems weak.

Financial performance is a key indicator of professionalism. Government broadcast media rely heavily on subsidies due to inadequate revenue generation. According to Buddhi Bahadur K.C., Executive Director of Radio Nepal, the station earns only 150 million rupees annually against a 600 million rupee budget, leaving a 450 million rupee deficit (Personal Communication, June 17, 2022). Gopal Guragain (April 20, 2022) further notes that most Nepali broadcast media, except for a few private outlets, struggle financially and cannot even cover staff salaries. Overall, Nepali broadcast media face significant financial instability.

By integrating findings from surveys, in-depth interviews, and observations, it becomes evident that these media outlets struggle with key management functions—planning, organizing, leading, and controlling. They exhibit weak resource mobilization and financial management, relying more on employee headcounts than performance outcomes. Overall, the analysis indicates that Nepali broadcast media are not operating with a high level of professional efficiency.

7.2 Conclusion

Although media management in Nepal is relatively recent compared to global trends, it has made notable progress. The adoption and understanding of media management concepts have significantly improved the operational efficiency of Nepali media organizations. While media management gained global recognition after the 1940s, Nepal saw its development primarily after the liberalization of the 1990s, which enabled private sector participation in radio and television broadcasting.

This research challenges the assumption that Nepali broadcast media managers lack awareness of industry dynamics. Instead, it confirms their understanding of media management principles and the need for industry-specific strategies. Effective media management requires a strong foundation of knowledge and insights, and the awareness demonstrated by Nepali broadcast media managers contributes to strengthening and refining media management practices in the country.

However, awareness alone does not guarantee effective media management practices. This study delves into the actual management practices within broadcast media organizations, revealing a diverse spectrum of approaches and opinions. Acknowledging the diverse nature of media outlets based on factors like size, ownership, investment, and purpose, it becomes evident that no singular management approach fits all.

Government-owned and large private media entities tend to adopt the comparatively more professional way of management styles, while small-investment private and community broadcast media do not seem more systematic and professional because of their financial constraints. Both general management and media industry-specific management approaches have been found applied in Nepali broadcast media organizations, with the human relations management approach emerging as a common thread.

Government broadcast media, major community media, and large private media organizations have implemented fundamental management practices such as planning, leading, organizing, and controlling either in their conventional form or adapted to the media industry. However, smaller media enterprises struggle to apply these principles effectively due to resource constraints and operational inefficiencies.

The research reveals numerous challenges persist in fostering professional media management in Nepal. Due to the lack of resources, some small-scale broadcast media such as single-owner FM radios, some community radios, and televisions are not exercising management properly.

Such broadcast media appoint employees in their interest, make decisions on personal intuition, recruit family members in key posts of the organization, do not get employees involved in decision-making and planning, even do not pay salaries in time and as previously agreed, do not give appointment letters to employees, do not provide them job description and do not bring programs of career development of employees. This situation indicates that Nepali broadcast media have yet to be fully professional.

Other factors such as poor financial performance, the owner's unwanted influence on the management, process-oriented rather than result-oriented approach, inadequate authority for resource mobilization given to the news and program department, vested interest in appointing key personnel including the head of the organization, lack of reward/punishment systems employee motivation, have all contributed to the weak and unprofessional management in Nepali broadcast media. Despite all these challenges, the research has found a promising future for the development of media management in Nepal.

7.3 Policy Implications

The study has the following implications both in theories and practices of broadcast media management:

1. Integrate media industry-specific and general management practices: Encourage media houses to blend both media-specific and general management theories for effective organizational performance.

2. Support small and community media: Provide targeted financial and technical aid to help them adopt systematic and professional management practices.
3. Enforce fair labor practices: Ensure proper implementation of labor laws covering formal contracts, timely salaries, and defined job roles.
4. Ensure transparent recruitment: Introduce and monitor merit-based hiring guidelines, especially for leadership and managerial positions.
5. Promote result-oriented management: Shift focus from process oriented to outcome-based performance .
6. Enhance financial sustainability: Prioritize policies that support the financial health and independence of broadcast media organizations.
7. Differentiate media types in policy: Formulate distinct policies for government, private, and community broadcasters to clarify their roles.

7.4 Areas for Further Research

Given the breadth of the research topic, a single study cannot cover all relevant aspects, leaving ample scope for future exploration. This study has explored the areas as prescribed by its research objectives. However, during the research, enormous new areas have also been identified that need to be researched in the future to contribute to the knowledge in this field.

As this study covers the overall management of broadcast media organizations to explore their current status of broadcast media from the management perspective, further research can be carried out specifically on financial management, human resource management, content management, technology management, change management, and various other genres of management applicable in broadcast media.

Further research can be carried out to examine and identify the most suitable management philosophy, approach, and principles for broadcast media organizations. Future research can also explore separate theories for the management of broadcast media organizations, or focus specifically on the management of radio and TV.

Additionally, separate research can be conducted on the planning, leading, organizing, and controlling of broadcast media organizations . Comparative studies on management in government versus private media, national versus local media, television versus radio media can also be conducted.

Appendix A

Questionnaire

This Questionnaire has been prepared and distributed as part of PhD research under the faculty of Journalism and Mass Communication, Tribhuvan University. The research has been focused on the management trends and practices in Nepali broadcast media. This research titled "Broadcast Media Management in Nepal" is for complete academic purposes. That's why, no information and data received will be used for any other purpose. By being ready to fill up this questionnaire form, respondents are believed to give their consent to be part of this study. As the participation of respondents in the study is completely voluntary, they can also withdraw from the study at any time without giving reasons. For any queries, Mr. Janardan Bista, the research fellow of this study could be contacted at any time through his email bistajanardan@gmail.com and mobile number 9851085440.

You are requested to mark(✓) in the appropriate option as you prefer.

Part One: Socio-demographic section

1. Name (Optional):

2. Gender:

Male ()

Female ()

3.Age:

18-25 ()

26-30 ()

30-40 ()

40 + ()

4. Name of organization your are working (Optional):

.....

5. Location of Organization.....**6.Type of media organization your are working :**

Television ()

Radio ()

7. Your present designation:.....**8. Experience on Current designation:**

Below 1 year ()

1-3 years ()

3-5 years ()

5-7 years ()

7-10 years ()

Above 10 years ()

9 Level of Education

SLC or Equivalent ()

+2 or Equivalent ()

Bachelor ()

Masters ()

MPhil ()

PhD ()

Others....

Part Two: Broadcast Media Management

Understanding on Media Management

10) Have you ever heard of Media Management?

- a) Yes () b) Sometimes () c) Never () d) Don't know ()

11) Have you participated in management training?

- a) Yes ()
b) No ()

If yes, please write the one with the highest duration.....

12) Media management refers to the

- a) Overall management of Media organization ()
b) Management of Technical devices ()
c) Management of production and presentation of media contents ()
d) Don't know ()

13) What should be the goal of a media organization?

- a) Profit-making ()
b) Public service ()
c) More for-profit less for public service ()
d) More for public service less for profit ()
e) For public service with reasonable profit ()

14) Media management is distinct because it has to deal with human resources and technical tools simultaneously in a special way.

- a) Strongly Agree () b) Agree () c) Neutral () d) Disagree ()
e) Strongly Disagree ()

15) Media management is distinct because each media product (print, broadcast, or post) is distinct.

- a) Strongly Agree () b) Agree () c) Neutral () d) Disagree () e) Strongly Disagree ()

16) Media management is distinct because the media industry is a creative industry, unlike others.

- a) Strongly Agree () b) Agree () c) Neutral () d) Disagree () e) Strongly Disagree ()

17) Media management is distinct because media, despite ownership patterns, should ultimately be accountable to the public.

- a) Strongly Agree () b) Agree () c) Neutral () d) Disagree () e) Strongly Disagree ()

18) Media management is distinct because media production is a combined venture of teamwork and individual contribution to text, voice, image, and presentation.

- a) Strongly Agree () b) Agree () c) Neutral () d) Disagree () e) Strongly Disagree ()

19) Media management is distinct because it has to deal with labor with a specialty as against the personnel under physical headcount.

- a) Strongly Agree () b) Agree () c) Neutral () d) Disagree () e) Strongly Disagree ()

20) Which department do you think is the most vital in a media organization?

- a) News and Program ()
 b) Marketing and Advertisement ()
 c) Administration and Account ()

- d) Engineering and Technical ()
- e) All are equally important ()

Management Practices of Nepali Broadcast Media

21) Do you plan for the activities under your responsibility?

- a) Never () b) Always () c) Sometimes () d) can't say ()

22) Are news and/or program departments free to mobilize resources including office vehicles on their own?

- a) Yes () b) No () c) To only limited volume () d) Don't Know ()

23) Do you include employees in the decision-making process?

- a) yes, all the time () b) Sometimes () c) Never () d) Don't Know ()

24) Should employees be given the freedom to choose their tasks and targets on their own?

- a) Never () b) To some Extent () c) Yes () d) Can't say ()

25) Who handles the human resource issues?

- a) General Administration Department ()
- b) General Administration Department in coordination with the concerned department ()
- c) By Individual Department ()
- d) Don't know ()

26) Does management should consult or listen to employee unions for policy-level decisions

- a) Never ()
- b) Always ()

- c) Sometimes ()
- d) Don't Know ()

27) What protocol does your organization assign to the news and programming department?

- a) Top position ()
- b) Subordinate to management ()
- c) Equal to the accounts department ()
- d) Just like any other department of an organization ()

28) Who takes responsibility for the responsibility of wrong contents that have a boarder effect on society?

- a) Presenter () b) Producer () c) Scriptwriter and editor ()
- d) Head of the institution ()

Status of Professionalism in Media Management

29) Media Managers need to have an academic background in media study.

- a) Strongly Agree b) Agree c) Neutral d) Disagree
- e) Strongly Disagree

30) Who has the final authority for content creation and broadcast of news and programs?

- a) Owner or Board of Directors ()
- b) Executive Director or Managing Director ()
- c) Head of News and/or Program Department ()
- d) Don't Know ()

31) How do you generally chart plans for the activities?

- a) On my own ()
- b) In consultation with employees ()

c) By taking reference of the previous plan ()

d) By calling a planning meeting ()

32) Does your organization have written sets of rules or guidelines/directives/standards to make the decisions related to media management issues?

a) Not at all () b) Sufficient () c) Only a few documents of this kind () d) Don't know ()

33) What is the status of the use of computers and other digital technology in your organization?

a) Sufficient () b) To some Extent () c) Not significant ()
d) Don't know ()

34) Do you call the editorial meeting to select the broadcast contents of the day?

a) Yes () b) Never () c) Sometimes () d) No idea ()

35) How would you allocate tasks to the employees under your supervision?

a) Giving assignments daily ()
b) Let them free to choose the task on their own ()
c) Let them do their work as per their job description ()
d) All of the above ()

36) Is your organization concerned more with the attendance of employees or their outcomes?

a) Only Attendance () b) Only Outcomes () c) Both () d) Don't Know ()

37) What weightage is given to 'Monitoring and Evaluation' in your organization?

a) High Importance ()
b) Moderate Importance ()

c) Less Importance ()

d) Don't know about it ()

38) How are employees recruited in your organization?

a) By fulfilling the post through open vacancies on our own ()

b) By personal recommendation ()

c) By the recommendation of Ministers/political parties/owners ()

d) By taking help from HR. firms outside ()

d) By attracting employees from rival organizations ()

39) What is the education base of understanding on media management?

a) Management education ()

b) Mass Communication and Journalism education ()

c) Management plus Mass Communication and Journalism education ()

d) Others (specify).....

Appendix B

List of Survey Participants and their Media

Radio/TV Media	Name	Designation
1. Antenna Foundation Nepal	Binaya Guragain	Executive Director
2. API TV	Tanka Khanal	Desk Editor
3. Apangata Awaz Radio Program	Bhumi Kala Poudel	
4. Avenues TV		Desk Editor
5. Avenues TV		News Producer
6. Bodhi Sanchar pvt. Ltd. TV/Radio		
7. Paribartan Baglung	Ram Subedi	Station Manager
8. Shaileshwori Doti	Shankar Thapa	Executive Director
9. Community Radio Tikapur	Iswor Saud	Prog.Coordinator
10. Community Services	Vijay Manandhar	Coordinator
11. Himalayan TV	Ram Chandra Aryal	Prog coordinator
12. Himalayan TV	Ananta Wagle	Reporting Chief
13. Krishi TV HD		
14. Image Channel	Mahendra Bista	CEO
15. Indigenous Rights FoundationTV	Jagat Man Lama Dong	MD
16. Kalikot	Lalit Bista	
17. Kusum Media Creation Pvt Ltd TV	Milan Khadka	MD
18. Manakamana FM 98.7Mhz	Chitra Bd. Gurung	Station Manager
19. Media college		
20. Media college	Kabita sharma	MD
21. NB Media Network	Harish Chandra Bag	Chairman
22. Nepal Television	Dipak Samir Acharya	Prog. Producer
23. Nepal Television		Deputy GM
24. Nepal Television	Hari Psd Bhandari	Executive Engineer
25. Nepal Television	Rabindra Ghimire	Chief Producer
26. Nepal Television	Rewanta Oli	Chief News Editor
27. Nepal Television	Sunil Shrestha	Executive Engineer
28. Nepal television	Bijay verma	Chief producer
29. Nepali Radio Network		Desk Editor
30. Nepali Radio Network		MD
31. New Business Age TV		Executive Editor
32. Padma Media Group- Mountain TV		
33. Padma Media Group		Admin Head
34. Padma Media Group(TV)		Unit Chief
35. Pahilo samachar.com/radio shakti	Ranjita Dangol	
36. Padma Media Group(TV)	Rajan Koirala	News Chief
37. Prime Television	Jivan Kfle	Chief Editor
38. Prime Time HD TV	Prajwal Raj Shakya	Prog.Coordinator
39. Prime TV HD		Prog. Coordinator
40. Radio Chautari 91.4 MHz Lamjung	Belina Thapa	Station Head
41. Radio Chitwan	Shishir simkhada	News Chief
42. Radio Chomolongma	Bidur Basnet	Station Manager

43. Radio Deurali		Station Manager
44. Radio Dhangadhi	Hari Joshi	
45. Radio Dhankuta FM	Gopal Baraili	President
46. Radio Dolpa FM 101.4 MHZ	.Bishnu Lal Budha	Station Manager
47. Radio Gorkha		Prog.Coordinator
48. Radio Indrasarowar 105.8 MHZ	Maniraj Thapa	Chairperson
49. Radio Kanchanpur	KR Pandeya	Station Manager
50. Radio laligurash	Bidur khabas	Station Manager
51. Radio Lumbini	Minakshi Neupane	Station Executive
52. Radio Madi Aawaj	Buddhiman Oli	Station Manager
53. Radio Nepal		Regional station chief
54. Radio Nepal		Deputy Director
55. Radio Nepal		News Editor
56. Radio Nepal		Program Chief
57. Radio Nepal	Buddhi Bd. K.C	Executive Director
58. Radio Nepal	Gokarna Regmi	Chief Program fficer
59. Radio Nepal	Pawan Pyakurel	News Director
60. Radio Nepal	Pramod Dahal	Reporting Chief
61. Radio Nepal	Tika Prasad Bhandari	Program Chief
62. Radio Nepal	SunilThapa	Chief Editor
63. Radio Nikas	Shuvalaxmi Prabha	
64. Radio Palung FM 107.2 MHZ	Dhruba Raj Dhakal	Manaing Director
65. Radio Saligram Parbat		News chief
66. RADIO SATHI 98.6 MHZ	Poonam Pradhan	Director
67. Radio Seven Star	Prem Od	
68. Radio Sharada FM	Pratik ichchhuk Sharma	
69. Radio Tulsipur 100.2 Mhz,Dang	Rajan KC Sangeet	
70. Radio Palpa	Bishnu khalal	
71. Radio Kailali		Station Manager
72. Radio Rapti	Bimala Gharti	News Editor
73. Sagarmatha TV	Gajendra Basnet	News Coordinator
74. Sagarmatha TV	Pushkar Khatiwada	Prog. Producer
75. Samudayik Radio Tikapur FM	Yakindra Timilsina	Station Manager
76. Mountain Television	Chandra Baniya	News Chief
77. TV Today Nepal	Shambhu Shaini	
78. TV Today Nepal	Sunita Shhaini	
79. TV Today Nepal	Bima Lungeli	Sub Editor
80. TV Today Nepal	Keshav Sharma	District Coordinator
81. TV Today Nepal	Narendra Bista	
82. TV Today Nepal	Sanket Koirala	Chief Editor
83. Pradesh FM	Govind Roka	Chairperson
84. Yakthuhang Media Pvt ltd Radio	Durga khalal	
85. Kantipur TV	Kamala Tamang	
86. Community Radio Tikapur FM	Yakindra Timilsin	Station Manager
87. Community Radio Nijgadh	Gokul Ghorasaini	MD
88. Kantipur FM		News Chief
89. Tarai TV Network Pvt		Manging Director
90. Buddha Samudayik TV		News Chief

91. Hima Shikhar TV		News Chief
92. ABC News Nepal (TV)		Prog. Chief
93. Janata TV		News Head
94. Gandaki Television		News Chief
95. Community Radio Nijgadh	Gokul Ghorasaini	MD
96. Supa Deurali TV		MD
97. Tarai TV Network Pvt		News Chief
98 Tarai TV Network Pvt		Prog. Chief
99 Tarai TV Network Pvt		Unit Chief
100 Terai TV Network Pvt		Unit Chief

Appendix C

List of Interviewees of In-depth interview

S.N.	Name and Da	Broadcast Media	Designation	Date
1	Tapanath Shukla	Radio, TV	Former head of Radio/TV, media educator/media expert	27 April 2022
2	Raghu Mainali	Community Radio	Pioneer FM activist, media management expert/media educator	10 May 2022
3	Ram Krishna Regmee	Kantipur City College	Professor of media study/media expert	11 May 2022
4	Buddhi Bahadur K.C.	Radio Nepal	Executive Director/Media Educator	16 June 2022
5	Phulman Bal	Nepal Television	General Manager	
6	Gopal Guragain	Ujyalo Network	Chairman/Media expert/Pioneer FM radio activist	20 April 2022
7	Sabin Sharma	Sagarmatha Radio	Station Manager	2 June 2022
8	Suresh Paudel	AP1 TV	Director of operation	16 April 2022
9	CIN	Executive Director	15 April 2022	Dipak Acharya
10	Meena Gurung	Marsyangdi FM	Station Manger	23 may 2022

References

- Aam Sanchar Niti 2073* [The Mass Communication Policy 2016]. Radio Nepal.
<https://radionepal.gov.np/2021/06/256.html>
- Adhikari, K. (2004). Radio Nepal ko sansthagat bikaskram [Institutional development of Radio Nepal]. In P. Wanta, S. Parajuli, D. Humagain, K. Adhikari, & K. Bhatta (Eds.), *Radio Nepal ko samajik itihaas* [The social history of Radio Nepal] (pp. 69–93). Martin Chautari.
- Albarran, A. B. (2002). *Media economics: Understanding markets, industries, and concepts* (2nd ed.). Iowa State Press.
- Albarran, A. B. (2006). Historical trends and patterns in media management research. In A. B. Albarran, S. M. Chen-Olmsted, & M. O. Wirth (Eds.), *Handbook of media management and economics* (pp. 1–19). Lawrence Erlbaum Associates.
- Albarran, A. B. (2006). *Media economics: Understanding markets, industries, and concepts*. M.E. Sharpe
- Albarran, A. B. (2008). Defining media management. *International Journal on Media Management*, 10(4), 184–186. <https://doi.org/10.1080/14241270802426766>
- Albarran, A. B. (2010). *Management of electronic media* (4th ed.). Belmont, CA: Wadsworth.
- Albarran, A. B. (2010). *The media economy*. Routledge. <https://doi.org/10.4324/9780203927717>
- Albarran, A. B. (2011). *The media industry: Structures, operations, and performance*. Wiley-Blackwell.
- Albarran, A. B. (2012). Media management and economics research: The first 75 years. In A. B. Albarran (Ed.), *Media management and economics research in a transmedia environment* (pp. 5–18). Routledge.

- Albarran, A. B. (2024). *The media economy* (3rd ed.). Routledge.
<https://doi.org/10.4324/9781003392293>
- Albarran, A. B., Chan-Olmsted, S. M., & Wirth, M. O. (Eds.). (2006). *Handbook of media management and economics*. Lawrence Erlbaum Associates.
<https://doi.org/10.4324/9781410615589>
- Argyris, C. (1991). Teaching smart people how to learn. *Harvard Business Review*, 69(3), 99–109. <https://doi.org/10.1007/BF02824650>
- Aryal, K. (2019). *Transition of newspaper journalism from partisanship to commercialism in post-1990 Nepal* (Doctoral dissertation). <http://103.69.125.248:8080/handle/123456789/25>
- B. Chad. (2023, February 22). *Management theory of Henry Gantt*.
<http://103.69.125.248:8080/jspui/bitstream/123456789of-henry-gantt/>
- Babbie, E. (1990). *Survey research methods* (2nd ed.). Belmont, CA: Wadsworth.
- Babbie, E. (1992). *The practice of social research*. Wadsworth Publishing Company.
- Beam, R. A. (2006). Quantitative methods in media management and economics. In A. B. Albarran, S. M. Chan-Olmsted, & M. O. Wirth (Eds.), *Handbook of media management* (pp. 523–548). Lawrence Erlbaum Associates.
<https://www.researchgate.net/publication/240633536>
- Becker, H. S. (1958). Problems of inference and proof in participant observation. *American Sociological Review*, 23(6), 652–660. <https://www.sfu.ca/~palys/Becker-1958-ProblemsOfInferenceAndProof.pdf>
- Bhatta, K. (2004). Radio Nepal ko arthik bikaskram [Economical development of Radio Nepal]. In P. Wanta, S. Parajuli, D. Humagain, K. Adhikari, & K. Bhatta (Eds.), *Radio Nepal ko samajik itihaas* [The social history of Radio Nepal] (pp. 112–142). Martin Chautari.

- Bikash Samittee Yen 2013* [Development Board Act 1956]. Radio Nepal.
<https://radionepal.gov.np/2021/06/223.html>
- Bista, J. (2015). Media management in Nepal. *KCC Media Journal*, 1(1), 30–36.
 Kantipur City College.
- Bista, M.(2017). *Nepal ma press swotantrata*.Sangrila Books.
- Blair, R. D., & Kaserman, D. L. (1986). *Entertainment industry economics: A guide for financial analysis* (1st ed.). Prentice Hall.
- Block, P., Houseley, W., Nicholls, T., & Southwell, R. (2001). *Managing in the media*. Taylor & Francis.
- Briandana, R., & Irfan, M. (2019). Broadcasting management: The strategy of television production configuring for sustainability in the digital era. *International Journal of English, Literature and Social Science*, 4(6), 1879–1886. <https://doi.org/10.22161/ijels.46.40>
- Brown, C. (2016). Media management: A critical discipline? In G. F. Lowe & C. Brown (Eds.), *Managing media firms and industries: What's so special about media management?* (pp. 83–99). Springer. https://doi.org/10.1007/978-3-319-08515-9_1
- Burrell, G., & Morgan, G. (1979). *Sociological paradigms and organizational analysis: Elements of the sociology of corporate life*. Ashgate.
- Cameron, R., & Molina-Azorín, J. F. (2011). The acceptance of mixed methods in business and management research. *International Journal of Organizational Analysis*, 19(3), 256–271. <https://doi.org/10.1108/19348831111149204>
- Communications Corporation Act 2028*. Nepal Law Commission.
<https://lawcommission.gov.np/en/?cat=516>

- Community Radio Support Center (CRSC)/ Nepal Forum of Environmental Journalists (NEFEJ). (2011). *Community MHz: Assessing Community Radio Performance in Nepal: A Pilot Assessment of 15 Stations*.
- Company Act 2006*. Nepal law Commission. <https://lawcommission.gov.np/np/documents/>
- Creswell, J. W. (2009). *Research design: Qualitative, quantitative, and mixed methods approaches* (3rd ed.). Sage Publications.
- Creswell, J. W., & Plano Clark, V. L. (2007). *Designing and conducting mixed methods research*. Sage.
- Department of Information and Broadcasting, Government of Nepal. (2024, June 24). *Description of televisions*. https://api.giwms.gov.np/storage/23/posts/1675758962_61.pdf
- Department of Information and Broadcasting, Government of Nepal. (2024, June 24). *Description of radios*. https://api.giwms.gov.np/storage/23/posts/1675758953_75.pdf
- Deuze, M., & Steward, B. (2011). Managing media work. In M. Deuze (Ed.), *Managing media work* (pp. 1–10). SAGE Publications. https://stg2-uk.sagepub.com/sites/default/files/upm-assets/35429_book_item_35429.pdf
- Devkota, G. B. (1967). *Nepal ko chhapakhana ra patrapatrika ko itihaas* [History of Nepali printing press and newspapers]. Sajhha Prakashan.
- Devkota, K. R. (2004). *Principles of media organization and management*. Lumbini Offset Press.
- Dhungel, B. (2012). *Media byabasthapan: Chhunauti ra awasar* [Media management: Challenges and opportunities]. Equal Access Nepal.

- Donaldson, L. (2015). Structural contingency theory. In *Elsevier eBooks* (pp. 609–614). <https://doi.org/10.1016/b978-0-08-097086-8.73110-2>
- Doyle, G. (2016). Managing in the distinctive economic context of media. In G. F. Lowe & C. Brown (Eds.), *Managing media firms and industries: What's so special about media management?* (pp. 175–188). Springer. https://doi.org/10.1007/978-3-319-08515-9_1
- Doyle, G., & Frith, S. (2006). Methodological approaches in media management and media economics. In A. B. Albarran, S. M. Chan-Olmsted, & M. O. Wirth (Eds.), *Handbook of media management and economics* (pp. 523-572). Lawrence Erlbaum Associates. <https://ayomenulisfisip.wordpress.com/wp-content/uploads/2011/02/alan-b-albarran-handbook-of-media-management-and-economics-leas-media-management-and-economics-series-2005.pdf>
- Fayol, H. (1949). *General and industrial management* (C. Storrs, Trans.). Pitman.
- Fedler, F., & Pennington, R. (2003). Employee-owned dailies: The triumph of economic self-interest over journalistic ideals. *International Journal on Media Management*, 5(4), 262–274.
- Foss, C., & Ellefsen, B. (2002). The value of combining qualitative and quantitative approaches in nursing research by means of method triangulation. *Journal of Advanced Nursing*, 40(2), 242–248. <https://doi.org/10.1046/j.1365-2648.2002.02366.x>
- Friedrichsen, M., & Kamalipour, Y. (Eds.). (2017). *Digital transformation in journalism and news media: Media management, media convergence, and globalization*. Springer International Publishing.
- Garvin, D. A. (2024, April 18). Building a learning organization. *Harvard Business Review*. <https://hbr.org/1993/07/building-a-learning-organization>

- Gilbreth, F. B. (1911). *Motion study: A method for increasing the efficiency of the workman*. D. Van Nostrand Company..
- Google Books. (n.d.). *General and industrial management*. [https://www.google.com np/books/edition/General and Industrial Management/WFp5DQAAQBAJ?hl=en&gbpv=1&dq=General+and+Industrial+Management&printsec=frontcover](https://www.google.com np/books/edition/General_and_Industrial_Management/WFp5DQAAQBAJ?hl=en&gbpv=1&dq=General+and+Industrial+Management&printsec=frontcover)
- Government of Nepal. (1991). Press Council Act 1991. *Nepal Law Commission*. <https://www.presscouncilnepal.gov.np/wp-content/uploads/2020/12/pcn-act-2048.pdf>
- Government of Nepal. (2003). *Long-term policy on information and communication sector, 2059*. Nepal Law Commission. <https://mocit.gov.np>
- Government of Nepal. (2010). *Constitution of the kingdom of Nepal, 1990*. Nepal Law Commission. <https://bit.ly/41ScBcN>
- Government of Nepal. (2010). *The Interim Constitution of Nepal, 2007 (8th Amendment)*. Nepal Law Commission. <https://bit.ly/3yn7p3c>
- Government of Nepal. (2015). *Constitution of Nepal 2015*. Nepal Law Commission. <https://lawcommission.gov.np/content/13437/nepal-s-constitution/>
- Graber, D. A. (2010). *Mass media and American politics* (8th ed.). Wadsworth Publishing.
- Guest, G. (2012). Describing mixed methods research. *Journal of Mixed Methods Research*, 7(2), 141–151. <https://doi.org/10.1177/1558689812461179>
- Gunter, B. (2000). *Media research methods*. SAGE Publications.
- Hardy, M., & Bryman, A. (2004). *Handbook of data analysis*. SAGE Publications.
- Hendricks, J. A. (2000). *Radio station management*. Iowa State University Press.
- Herrick, D. F. (2005). *Media management in the age of giants: Business dynamics of journalism*. Surjeet Publications.

- Hirsh, P., & Levin, D. (1999). Umbrella advocates versus validity police: A life-cycle model. *Organizational Science*, 10(2), 199–212. <https://doi.org/10.1287/orsc.10.2.199>
- Horrigan, J. B. (2009). *The demographics of the internet*. Pew Internet & American Life Project.
- Hutchins, R. M. (Ed.). (1947). *A free and responsible press: A report to the American people*. University of Chicago Press.
- Institute of Management Foundation. (1998). *Henri Fayol: Planning, organization, command, coordination, control*. Institute of Management Foundation.
- International Alert, Federation of Nepali Journalists, & Equal Access. (2013). *Nepali media sambandhi niti niyamharuko punarawalokan: Byabasayiktaka chunati ra abasar* [Review of Nepalese media's policies and regulations: Opportunities and challenges for professionalism].
- Johnson, R. B., & Onwuegbuzie, A. J. (2004). Mixed methods research: A research paradigm whose time has come. *Educational Researcher*, 33(7), 14–26. <https://doi.org/10.3102/0013189x033007014>
- Johnson, R. B., Onwuegbuzie, A. J., & Turner, L. A. (2007). Toward a definition of mixed methods research. *Journal of Mixed Methods Research*, 1(2), 112–133. <https://doi.org/10.1177/1558689806298224>
- Joshi, S. (1993). *Public enterprises management*. Taleju Publication.
- Khanal, S. (2019). *Effective radio programs in rural areas of Nepal: A study of Nuwakot District* (Doctoral dissertation). <http://103.69.125.248:8080/xmlui/handle/123456789/211>
- Kharel, P., Khanal, C., Pokhrel, G. P., Shrestha, D. P., Dulal, T., Tripathi, S., & Bhattarai, B. (2013). *Assessment of media development in Nepal: Based on*

- UNESCO's media development indicators*. Office of the United Nations Educational, Scientific and Cultural Organization (UNESCO) in Kathmandu.
- Koirala, S. (2018). *Gender representation in the Nepali press during pre-conflict, conflict, and post-conflict periods* [Doctoral dissertation, University of Oslo]. University of Oslo, Faculty of Humanities.
- Koirala, T. (1959). *Radio Nepal ko janma* [The birth of Radio Nepal]. *Jhankar*, 5(Chaitra), 1–9. Radio Nepal.
- Küng, L. (2007). Does Media Management Matter? Establishing the Scope, Rationale, and Future Research Agenda for the Discipline. *Journal of Media Business Studies*, 4(1), 21–39. <https://doi.org/10.1080/16522354.2007.11073444>
- Kung, L. (2016). *Strategic management in the media: Theory to practice (2nd ed.)*. SAGE Publications.
- Kung-Shankleman, L. (2000). *Inside the BBC and CNN: Managing media organizations*. Routledge.
- Lister, B., Mitchell, C., & O'Shea, T. (2010). *Managing radio stations: The practical guide*. Focal Press.
- Lowe, G. F. (2016). Introduction: What's so special about media management? In G. F. Lowe & C. Brown (Eds.), *Managing media firms and industries: What's so special about media management?* (pp. 1–20). Springer. https://doi.org/10.1007/978-3-319-08515-9_1
- Lundy, J. L. (1957). *Effective industrial management*. University of California.
- Mainali, R. (2015). *Radio paddati*. Pandey Printing Press.
- Malik, K. K., & Pavarala, V. (2020). *Community radio in South Asia*. Taylor & Francis.

- Mayo, E. (1946). *The human problems of an industrial civilization* (2nd ed.). Harvard University Press.
- McGuire, D., Stoner, L., & Mylona, S. (2008). The role of line managers as human resource agents in fostering organizational change in public services. *Journal of Change Management*, 8(1), 73–84.
- McQuail, D. (1987). *Mass communication theory: An introduction* (2nd ed.). Sage Publications.
- McQuail, D. (2005). *McQuail's mass communication theory*. SAGE Publications.
- McQuail, D. (2010). *McQuail's mass communication theory* (6th ed.). Sage Publications.
- Mierzejewska, B. I. (2011). Media management in theory and practice. In M. Deuze (Ed.), *Managing media work* (pp. 13-30). SAGE Publications. https://stg2-uk.sagepub.com/sites/default/files/upm-assets/35429_book_item_35429.pdf
- Mierzejewska, B. I., & Hollifield, C. A. (2006). Theoretical approaches in media management research. In A. B. Albarran, S. M. Chan-Olmsted, & M. Wirth (Eds.), *Handbook of media management and economics* (pp. 19–30). Lawrence Erlbaum Associates.
- Ministry for Communication and Information Technology. (2016). *Mass communication policy 2016*. https://api.giwms.gov.np/storage/22/posts/1663070704_52.pdf
- Ministry of Communication and Information Technology. (n.d.). *Organizations under ministry*. <https://mocit.gov.np/en/detail/domain-menu/1004?parent=967>
- Molina-Azorín, J. F. (2010). The use and added value of mixed methods in management research. *Journal of Mixed Methods Research*, 5(1), 7–24. <https://doi.org/10.1177/1558689810384490>

- Muñoz, J. P. A. (2016b). *Media management* [Dataset]. In *Oxford bibliographies online datasets*. <https://doi.org/10.1093/obo/9780199756841-0089>
- Napoli, P. M. (2011). *Audience economics of the mass media*. Columbia University Press.
- National Broadcasting Act, 1993. (2021, June 24). *Radio Nepal*. <https://radionepal.gov.np/2021/06/240.html>
- National Broadcasting Regulations 1995. *Nepal Law Commission*. <https://lawcommission.gov.np/content/12845/12845-national-broadcasting-regulation/>
- National Mass Communication Policy 1999. *Radio Nepal*. <https://radionepal.gov.np/2021/06/256.html>
- National Mass Communication Policy 2017. *Radio Nepal*. <https://radionepal.gov.np/2021/06/256.html>
- National Statistic Office. (2023). *National population and housing census 2021*. <https://censusnepal.cbs.gov.np/results/downloads/national>
- Nelson, C., & Porter, H. L. (1948). *Radio station management*. Appleton-Century-Crofts.
- Nepal literacy rate 1960-2024. (n.d.). *MacroTrends*. <https://www.macrotrends.net/countries/NPL/nepal/literacy-rate#:~:text=Nepal%20literacy%20rate%20for%202021,a%208.28%25%20increase%20from%202011>
- Nepal. (n.d.). *Media landscapes*. <https://medialandscapes.org/country/Nepal/media/radio>
- Nierenberg, B. (2016). *Media management: A comparative analysis of European and American systems*. Uniwersytet Jagielloński, Wydawnictwo.

- Nye, J. S., Jr. (2005). *Soft power: The means to success in world politics*. Public Affairs.
- Onwuegbuzie, A. J., & Leech, N. L. (2005). On becoming a pragmatic researcher: The importance of combining quantitative and qualitative research methodologies. *International Journal of Social Research Methodology*, 8(5), 375–387. <https://doi.org/10.1080/13645570500402447>
- Organizational overview. (2022, August 19). *Radio Nepal*. <https://radionepal.gov.np/en/organizational-overview>
- Owers, J., Carveth, R., & Alexander, A. (2004). An introduction to media economics theory and practice. In A. Alexander, J. Owers, R. Carveth, C. Ann Hollifield, & N. A. Greco (Eds.), *Media economics: Theory and practice* (3rd ed., pp. 3–48). Lawrence Erlbaum Associates.
- Picard, R. G. (1998). *Managing the media economy*. *Journal of Media Economics*, 11(1), 3–16. https://doi.org/10.1207/s15327736me1101_2
- Picard, R. G. (2006). Historical trends and patterns in media economics. In A. B. Albarran, S. M. Chan-Olmsted, & M. O. Wirth (Eds.), *Handbook of media management and economics* (pp. 23–36). Lawrence Erlbaum Associates.
- Picard, R. G. (2008). *The economics of media and communications*. SAGE Publications.
- Picard, R. G. (2011). *The economics and financing of media companies* (2nd ed.). Fordham University Press.
- Picard, R. G. (2016). *The economics of media and digital markets*. Edward Elgar Publishing.
- Press Council Nepal. (2023). *48th annual report*. Press Council Nepal.

- Pringle, I. (2001). Radio Sagarmatha: A case study from Nepal. In C. Fraser & S. R. Estrada (Eds.), *Community radio handbook* (pp. 80–84). UNESCO.
- Pringle, P. K., & Starr, M. F. (2006). *Electronic Media Management*. Focal Press.
- Radio Nepal Karmachari sewa sarta niyemawali 2078 [Radio Nepal employee's service and conditions regulations 2021]. *Radio Nepal*. <https://radionepal.gov.np/2021/06/181.html>
- Radio Nepal Ko Gathna Adeshh 2041* [Radio Nepal Formation Order 1984]. Radio Nepal. <https://radionepal.gov.np/2021/07/327.html>
- Radio Nepal. (n.d.). *Departments*. <https://radionepal.gov.np/en/departments>
- Radio Prasar Sewa Bikas Samiti Gathan Adesh (Doshro Sanshodhan), 2041* [Formation Order of Radio Broadcasting Service Development Committee, 1984]. Radio Nepal. <https://radionepal.gov.np/2021/07/327.html>
- Radio Sagarmatha. (2022, June 20). *About Radio Sagarmatha*. <https://radiosagarmatha.org.np/about/>
- Rastriya Samachar Samittee [National News Agency]. (2023, October 16). FNJ stages protest at Kantipur Media Group demanding to implement minimum wages. *The Himalayan Times*. <https://thehimalayantimes.com/kathmandu/fnj-stages-protest-at-kantipur-media-group-demanding-to-implement-minimum-wages>
- Rattan, A. (2019). How lay theories (or mindsets) shape the confrontation of prejudice. In *Elsevier eBooks* (pp. 121–140). <https://doi.org/10.1016/b978-0-12-814715-3.00008-4>
- Regmee, R. K. (2006). Aam sanchar madhyam ma byanasthapan [Management in mass media]. In *Nispakshya ra santulit samachar sampreshan tatha adharbhut sanchar byabasthapan* [Unbiased and balanced news dissemination and fundamentals of media] (pp. 203–215). World View Nepal.

- Robbins, S. P., & DeCenzo, D. A. (2001). *Fundamentals of management* (3rd ed.). Prentice Hall.
- Roth, W. D., & Mehta, J. D. (2002). The Rashomon effect. *Sociological Methods & Research*, 31(2), 131–173. <https://doi.org/10.1177/0049124102031002002>
- Samuelson, P. (1954). The pure theory of public expenditure. *The Review of Economics and Statistics*, 36, 387–389. <http://dx.doi.org/10.2307/1925895>
- Senge, P. (1990). *The fifth discipline*. Doubleday.
- Shah, B. (1988). Radio Nepal ko itihās ra bikāskram [Radio Nepal's history and development]. In M. R. Shākya (Coord.), *Prasāran patrakarita hate kitāb* [Handbook on broadcast journalism] (pp. 133–136). Press Council Nepal.
- Siebert, F. S., Peterson, T., & Schramm, W. (1956). *Four theories of the press: The authoritarian, libertarian, social responsibility, and Soviet communist concepts of what the press should be and do*. University of Illinois Press.
- Shramjibi Patrakar Yen 2051 [Working Journalist Act, 1993]. *Nepal Law Commission*. <https://lawcommission.gov.np/en/?p=18140>
- Smith, A. (2008). *An inquiry into the nature and causes of the wealth of nations*. Oxford University Press. (Original work published 1776)
- Social responsibility theory. (n.d.). <https://www.communicationtheory.org/social-responsibility-theory/>
- Strategy process instruments strategy. (n.d.). In *Digital business models media management*. Uni Speyer. https://www.uni-speyer.de/fileadmin/Lehrstuehle/Wirtz/Media_Management_-_Lecture_Material_2ndEdition.pdf
- Tashakkori, A., & Creswell, J. W. (2007). Editorial: Exploring the nature of research questions in mixed methods research. *Journal of Mixed Methods Research*, 1(3), 207–211. <https://doi.org/10.1177/1558689807302814>

- Tashakkori, A., & Teddlie, C. (2003). *Handbook of mixed methods in social and behavioral research*. Sage.
- Terry, G. R. (1992). *Personnel management*. Macmillan Coll Div. (Subsequent ed.).
- The Constitution of Nepal*. (2015). Nepal: Government of Nepal, Ministry of Law and Justice.
- Thomas, J. P. (2009). *Media management manual: A handbook for television and radio practitioners in countries-in-transition*. UNESCO Office New Delhi.
- Ujyaalo Online. (n.d.). About us. <https://ujyaaloonline.com/pages/about-us>
- Upreti, T. (2011). *Nepal ma television: Bikash ra bistar* [Television in Nepal: Development and expansion]. Bhrikuti Academic Publications.
- Vogel, H. L. (2004). *Entertainment industry economics: A guide for financial analysis* (5th ed.). Cambridge University Press.
- Wanta, P., Parajuli, S., Humagain, D., Adhikari, K., & Komal, B. (Eds.). (2004). *Radio Nepal ko samajik itihis* [The social history of Radio Nepal]. Martin Chautari.
- Webster, J. G., & Phalen, P. F. (2012). *Mass media research: An introduction*. Routledge.
- Williams, H. L. (1978). *Newspaper organization and management*. Surjeet Publications.