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NAVIGATING THE CHANGING EXTERNAL REALITIES: A CASE STUDY OF BANGLADESHI MEDIA MANAGERS

A THESIS APPROVED FOR THE
GAYLORD COLLEGE OF JOURNALISM AND MASS COMMUNICATION

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Dedication

Dedicated to my loving parents Mr. S. M. Sirajul Islam, and Ms. Hasiba Yeasmin for believing in me unconditionally, and my brother Mr. Hasan Taufiq for his relentless support.

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Abstract

The media industry internationally is going through a turbulent change. In the wake of 21st century changes in almost every sector of life, the media industry is affected as any other business industry. Political, economic, socio-cultural, and technological changes require managers across industries, including the media, to navigate changing internal and external environments and maximize their organizations' effect on and success in society. Bangladesh, a relatively new country on the world map, has seen much economic growth in recent years, with a steady GDP growth of 7%. This growth has been projected to span all business sectors, especially industries based on and utilizing the benefits of digital technologies. The media industry in Bangladesh is thriving, with both new media outlets and traditional media organizations trying to keep up with the challenges and opportunities presented by changes in internal and external environments. Traditionally, the Bangladeshi media scenario was dominated by legacy mainstream media that were managed by people who value control and stability. However, new media outlets and the managers who lead those organizations are leaning towards innovation and creativity to maximize their impact and organizational success. This creates differences in management approaches between these two industries in Bangladesh. By utilizing the Competing Values Framework (CVF) proposed by Quinn (1984), this research identifies the managerial competencies applicable to traditional media managers and those implemented by their counterparts in non-traditional media organizations in Bangladesh. It also delineates how those two approaches are similar and different and how that affects management of these organizations.

Chapter 1: Introduction

The environment in which media organizations of the 21st century operate promises to be knowledge-rich and very turbulent (Kunz, Mütterlein, & Walton, 2017; Liu, Sandvik, & Mortensen, 2017; Lotz, 2017; Oliver, (2016a); Lowe & Brown, 2016). The current trends in the media environment, such as convergence, profit maximization, shareholder ownership of media companies, layoffs, international expansion and market-driven journalism tactics perilously intensified with the fragmentation of the markets brought about by new technologies (Dekoulou, Dekoulou, Trivellas, & Trivellas, 2017; Altmeppen, Hollfied, & Van Loon, 2017; Chadha, 2017; Murschetz & Friedrichsen, 2017; Van Kranenburg, 2016; Laursen & Stone, 2016; Duffy, 2016, Gordon & Lim, 2016; Villanueva, 2016; O'Donnell, Zion, & Sherwood, 2016; Lowe & Brown, 2016; Herrick, 2012). Media owners perceive that the current media environment is more competitive than during any other time in history (Lowe & Brown, 2016; Chen & Suen, 2016; Bagdikian, 2014; Herrick, 2012). Their concerns surround the increasing number of choices for audiences, fragmentation of markets, rising cost and changing public tastes (Evens & Donders, 2016; Herrick, 2012). Experts have identified the need to invent new monetization strategies (Schultz & Jones, 2017), assemble new and diverse revenue streams, and address a new and diverse audience (Lowe & Brown, 2016) as some of the biggest challenges in media ownership at present (Fast Company, 2016).

The "transformational changes" (Oliver, 2016a, p. 293) in the media industry have given rise to two contestants: the traditional media organizations which often feel challenged by the changes in their macro and micro environments, and the new media organizations which, to some extent, brought along the changes in these environments and which seem to flourish amidst the uncertainty. These changes garnered interest among media researchers and scholars as they try to find the answer to "how do media companies manage their businesses in this context, and how are they responding to the challenges of a media environment characterized by sweeping change and high uncertainty?" (Oliver, 2016a, p. 293). Lowe and Brown (2016) suggest that seeking answers to the above-mentioned questions will have important implications for the practitioner in the field as well. Moreover, Lowe (2016) suggests that researchers, educators, and practitioners in the field of media management agree that media management needs to be studied more in the context of organizational structure and managerial context. Based on this premise, this study seeks to determine how managers in two different segments of the media industry in Bangladesh, namely traditional media organizations and new media organizations, navigate the changing media and bigger societal environments in the country.

Changes in the Media Industry and Implications for Media Managers

The changes in the media industry worldwide have impacted the business dynamics of the media industry in general (Lowe & Brown, 2016). The classic model of a vertically integrated, multidivisional organization might have been very successful in

the past century, but that very model is unlikely to survive in today's environment (Doyle, 2017; Chalaby, 2016; Croteau & Hoynes, 2013). In Bangladesh, for example, the more entrepreneurial new media organizations tend to steer away from the multidivisional organizational model by hiring smaller teams of multi skilled professionals (see chapter 3 and 7 of this study).

The questions raised recently regarding the changing nature of the media industry are mostly of economic nature rather than technological (Van Kranenburg, 2016; Stavre, 2013). The problem of finding a viable business model is one of the most contentious and pressing issues in media management as the existing models are collapsing with widespread audience fragmentation (Szopa, Marek, & Fafrowicz, 2017). The importance of audience economics has been in the forefront of media management literature, as the traditional mass media, characterized by monopoly and oligopoly, have in many cases been replaced by new models where the audience assumes the central role (Anderson, Waldfogel, & Stromberg, 2016; Shoemaker & Riccio, 2016; Bagdikian, 2014). Satell (2016) says that the Internet blew the linear media model apart. This model consisted of content, distribution, and audience with the supervision of publishers, producers, and programming executives making editorial decisions. The new model enables anyone's voice to be heard from anywhere as the centrally located distribution point has been removed. However, it comes with new challenges such as the disruption in the content and distribution value chain, an explosion in the number of platforms available, and managing the new media ecosystem (Satell, 2016).

These changes in the external media environment affect the way media organizations conduct business and reposition themselves strategically in attempts to survive the transformation (Rosenberg & Seager, 2017; Lowe & Brown, 2016; Albarran, 2010; Gade, 2008). These changes have also shifted priorities in media organizations where the media economy is based on a more audience-oriented and market-driven approach (Napoli, 2016; Svensson & Edström, 2016; Edström & Kenyon, 2016; Walker, Jeffrey, So, Sriram, Nathanson, Ferreira, & Feldmeier, 2017). Although these changes are crucial to the sustainability of media organizations today (Doyle 2016; Lowe & Brown, 2016; Vos & Singer, 2016), they present media managers with challenges of a different nature (Altmeppen, Hollified, & Van Loon, 2017; Albarran, 2016; Ross, & Von Krogh, 2016; Küng, 2016). Deuze (2016) summarizes the challenges by saying:

> As people engage with media in an increasingly immersive, always-on, almost instantaneous, and interconnected way, the very people whose livelihood and sense of professional identity depend on delivering content and experiences across such media seem to be at a loss on how to come up with survival strategies—in terms of business models, effective regulatory practices (e.g., regarding copyrights and universal access provisions), and perhaps most specifically the organization of entrepreneurial working conditions that would support and sustain the creative process needed to meet the demands of a global market saturated with media. This puts the emphasis on management—of media

> as a business as well as the management of one's individual career. One needs a roadmap to navigate the unruly seas of the creative industries. (p. 329)

Croteau and Hoynes (2013) suggest that media organizations functioning in a changing external environment are in need of more effective managerial leadership who are more innovative than their peers who used to manage traditional media. Artero and Manfredi (2016) observe:

> The capacity to do business successfully today is based on the firm's ability to adapt to an increasingly digital environment, which is encouraging the emergence of a new type of media executive—a type that is more entrepreneurial than has been the case for decades (i.e. since period one). This orientation requires a range of competencies in analytical thinking and capability to lead in the achievement of business objectives, not (perhaps more simply) to understand and manage dynamic change in content production. (p. 54)

The wave of change has also affected the South Asian media industry. "Asia has some of the largest, most dynamic, diversified, and complex media industries in the world" (Liu et al., 2017, p. 1). Asia's rapid economic growth, and political development is impacting how the media industry is growing in that region and subsequently

affecting the global media industry (Chadha, 2017; Wei, 2016). The Asian media industry is seeing a growth of entrepreneurial spirit and initiative. Talking about different media markets in Asia, Curtin (2017) states:

> During the postcolonial era, states have favored national priorities over regional unity, or they have employed the concept of Asia in a limited and strategic manner, such as "Asian values." Consequently, audiovisual media in Asia (film, television, and radio) have operated largely as state institutions: managed by elites, funded by official sources, and shaped by government regulations and import quotas. However, these national infrastructures were disrupted at the end of the 20th century by a "media revolution" that arrived via satellite television and digital media, profoundly refiguring social and cultural dynamics across the continent. (p. 1379)

Nataranjan (2017) writes that media play an important role creating mass wakefulness and the whole industry is affected by the "enormous socio-politico-cultural transformation captured by rising rates of consumption, population, unemployment, aspiration, urbanization, inequality and conflict within the region" (p. 137).

The case of Bangladesh

Bangladesh is a small country located in South Asia spanning an area 57,320 square miles (The World Fact book, 2016). It is surrounded by India with a little strip of border with Myanmar and a southern coastline on the Bay of Bengal (Riaz & Rahman, 2016). With a vast population of 156 million (The World Fact book, 2016) in a small geographic space, Bangladesh has always had an image of a poverty-stricken and less developed nation (Islam, Sayeed, & Hossain, 2016). However, recently the country has achieved an important geostrategic position because of the growing importance of South Asia in the world politics (Riaz & Rahman, 2016). A daily English language newspaper Dhaka Tribune, ("Bangladesh to have 6.8%", 2017) reports that Bangladesh, for its high and steady GDP growth (7.11% in the 2015-2016 fiscal year), has become a major economic player in the South Asian region. Riaz and Rahman (2016) suggest that Bangladesh has gone through major political changes which ultimately affected the economic scenario and resulted in socio-cultural changes. The technological changes in Bangladesh have also revolutionized many sectors of the country such as agriculture (Zaman & Bose, 2016), telecommunication (Mahmud & Uddin, 2016), media (Ghosh, 2016).

As politics transformed in Bangladesh in the 1990s, the media environment also transformed, seeing the number of media outlets increase significantly (see Freedom House, 2013) and making it one of the fastest-growing media markets in the world (see Steyn & Hasnat, 2016). Today the country houses almost 2,000 daily newspapers and periodicals, with English dailies showing a steady growth in readership (see Press

Reference.com, 2017; Bangladesh Profile-Media, 2016; Andaleeb, Rahman, Rajeb, Akter, & Gulshan, 2012). Though Bangladesh was one of the last countries to introduce privately owned television, it now hosts more than two dozen satellite TV channels (Ullah & Akhter, 2016). Similarly, the number of radio stations is growing since 2006, as the government opened the airwaves for privately owned and community stations. It is estimated that just under 128 million people subscribed to mobile phone services by January 2017 (Bangladesh Telecommunication Regulatory Commission, 2017).

Rahman, Reza, and Haq (2017) suggest that the media industry in Bangladesh is going through a massive transformation as the government has lessened control and "accepted the numerous new horizons of mediation" (p. 113) that have emerged both online and on air. Ullah and Akhter (2016) reports an exponential growth in the Bangladeshi media industry as a process of deregulation. Statistics suggest that the current media industry in Bangladesh is worth 27 billion Taka (around $334 million) and it is expected to grow at an annual rate of 10-21% (Ghosh, 2016). The rise of the country's middle class, increased rate of literacy, higher purchasing power, and increased demand for pluralistic media have impacted the growth of the industry (Ullah & Akhter, 2016). Riaz and Rahman (2016) suggest, "the free market economy including privatization and liberalization, Bangladesh witnessed a quantum leap in the media sector" (p. 326). Moreover, Natarajan (2017) suggest that the country was one of the first in the South Asian region to adopt social media.

Discussing development and challenges in the media in Bangladesh, Farhana (2014) identifies problems related to corporate investment, threats to press freedom and

the immediate policy reform as the biggest factors facing the industry. Media organizations being increasingly corporatized pose a challenge to the normative role of media (Farhana, 2014). In retrospect, corporatized or not, the people of Bangladesh have been historically very press savvy with a tremendous interest in public affairs (Press Reference.com, 2017). With innovative ideas like digital space introduced to the industry back in 1990s, technology has made a noticeable difference in the way it affects the media industry in the country (Ghosh, 2016).

While the media industry in Bangladesh is experiencing exponential growth, it is facing both the challenges and opportunities that come with growth. At the same time, it faces shifts in cultural trends and preferences among the audience. As such, Ghosh (2016) suggests that the size of media organizations in Bangladesh is declining as traditional media shift their focus toward a digital presence, either to maintain advertising revenue or reach a wider mass. Rahman and Riaz (2016) suggest that increasing commercialization of the media has affected the structure, content and process of media production. They also suggest that the proliferation of new media outlets has made the media industry more reliant on advertising revenue than in the past. Hence, it is apparent that, as size declines, the number of digital/new media organizations based on a synthesis of a market-model and public sphere model (Croteau & Hoynes, 2006) has been rising significantly.

The implications of these transformational changes are manifold. As Riaz and Rahman (2016) mention, traditional media in Bangladesh have been dictated by "exploitive higher authority" (p. 333), but due to the massive transformation, the new

media outlets enjoy a large amount of autonomy. The difference in the nature of organizations also affects the way managers operate when one compares traditional and new media organizations. Due to the social and cultural barriers Chowdhury (2007) mentioned, there seems to be a persistent gap between the managerial behavior of traditional managers and those in new media outlets in Bangladesh, the latter group being expected to be more innovative in their approaches to and implementation of management practices. On the contrary, the advocates of legacy media are habituated to work in a controlled system that has always been highly monitored by the government (Andaleeb et al., 2012).

Based on the mentioned premises, this study thus aims to identify the similarities and differences between the management approaches of traditional media managers and their new media managers as they navigate the changing external realities in Bangladesh to maximize the impact of their media organizations in the 21st century South Asian society.

Theoretical Background: The Competing Values Framework

As businesses become more complex and specialized over time, the market becomes more dynamic and competitive (Kew & Stredwick, 2017). A complex and dynamic environment demands that managers operating in those environments exhibit corresponding competencies to survive the sweeping changes (Bridges & Bridges, 2017; Bolman & Deal, 2017). Conforming to these changes, management approach need to also adapt. The highly rationalistic and scientific management approaches that

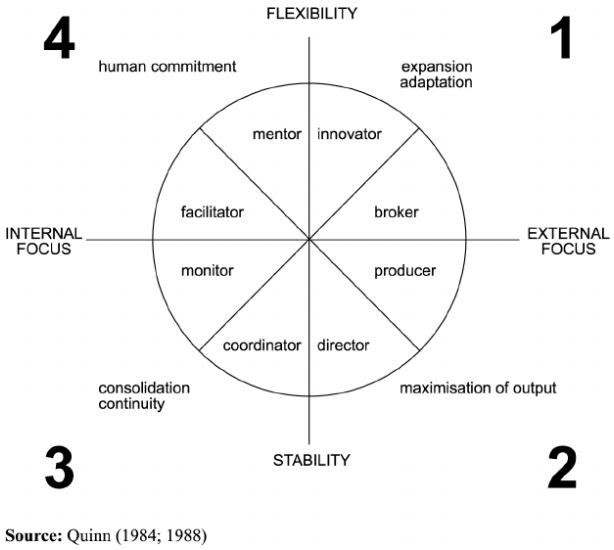
manifested in analyzing, planning, and implementing business operations have, over time, been replaced by more humanistic approaches characterized by interconnectedness, achieving goals and values, and accomplishing collaborative work (see Artero & Manfredi, 2016). Researchers suggest that people in managerial or decision-making positions are now expected to manage on different levels starting from managing themselves to other people in the organization, performing different roles and responsibilities (Bolman & Deal, 2017; Strum, Vera & Crossan, 2017).

To study ways in which managers can reach their highest potential, researchers have identified lists of competencies that managers need to be both effective and efficient in their management capacities. As such, McGregor (1960) highlighted four sets of skills based on command and control: intellectual knowledge, manual skills, problem-solving skills, and social interaction (Artero & Manfredi, 2016). Similarly, Likert (1961) referred to participative management based on co-operation and collaboration (Artero & Manfredi, 2016). Drucker (1969) advocated for managers who have "specialized expertise and working as a responsible individual who is paid for applying knowledge, exercising judgement and exercising leadership" (Artero & Manfredi, 2016, p. 46).

In another approach at defining managerial competencies, Quinn (1984) developed the Competing Values Framework (CVF). This framework combines many of the above-mentioned approaches and synthesizes these competencies in the model that serves as the theoretical background for this study. The CVF encompasses values found in management literature that span both the scientific and humanistic approaches

to management. Lindquist and Marcy (2016) suggest that this framework is "arguably the most variegated approach, encompassing leadership, organizational culture and strategy" (p. 168).

The next few paragraphs summarize the CVF framework and its relevancy to this study (see chapter 5 for a detailed discussion of the framework).



Source: Quinn (1984; 1988)

Figure 1: The Competing Values Framework (Quinn, 1984).

The CVF is a strategic blueprint that identifies and solves challenges in areas of innovativeness, leadership, organizational culture, etc. Since its invention, researchers and practitioners have used the CVF for strategic planning, managing change in organizational culture, improving management performance, developing managerial

competencies, creating shared visions and values, developing high performing leaders and teams (see Cameron & Quinn, 2011).

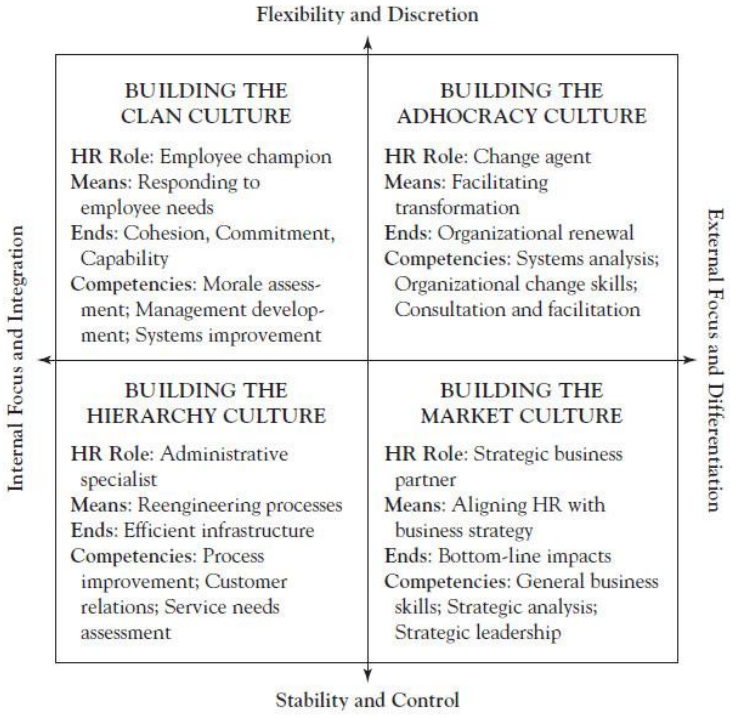


Figure 2: The Competing Values Framework and Leadership Competencies.

The CVF has four competing values at its core: collaborate, create, control and compete. The values are placed in two dimensions, resulting in four quadrants. The two dimensions are defined by flexibility and stability on the vertical axe and internal and external focus on the horizontal axe. The four quadrants each have two roles that correspond with the values, which result in eight managerial roles. Cameron and Quinn (2011) later adapted this model for managerial competencies where each quadrant

represents competing skills (see Figure 2). The skills are adhocracy, clan, market, and hierarchy. Each of these managerial skills manifests in three managerial competencies (see chapter 5 for details).

Since the focus of this study is identifying how media managers navigate through the changing Bangladeshi media environment, the CVF's competencies serve as guideposts. It delves into the sets of competencies traditional media managers in Bangladesh as well as their innovative counterparts need as they navigate these changes. Literature suggests that there may be differences in how these two groups of managers handle and manage change. This study seeks to identify whether that is the case and, if so, to what extent.

Research Questions

The study is based on the premise that the transformation in the media industry (in Bangladesh and elsewhere around the world) following changing political, economic, socio-cultural, and technological realities, necessitates change in management approaches. Against this background, the study seeks to answer the following research questions:

> **RQ1**: How do Bangladeshi media managers in traditional media organizations navigate the changing external realities to successfully optimize the impact of their media organizations in a changing 21st century Bangladeshi society?

RQ2: How do Bangladeshi media managers in innovative media organizations navigate the changing external realities to successfully optimize the impact of their media organizations in a changing 21st century Bangladeshi society?

RQ3: How are these approaches to management similar or different between traditional media organizations and their innovative counterparts?

Research Methodology

To answer these questions, the researcher implemented the following research methodology, briefly discussed below and outlined in more detail in chapter 6.

Research Design

The research design for this study was a qualitative case study. It essentially dealt with a *how* question, aiming to investigate a process rather than showing a causal relationship (Lindlof & Taylor, 2011). Based on the epistemological foundations of qualitative research, Hollified and Coffey (2006) discussed the methodological trends in media management and economics research. The meta-analysis based on Roger's (1981) inventory methods provides insights into the applicability of qualitative research in media management and economics. Hollified and Coffey (2006) concluded that qualitative data is crucial in media management research as it generates rich, detailed data that can provide nuanced insights into the inner workings of organizations and individuals within organizations.

A case study is appropriate in the context of this study because it focuses on understanding a real-life problem operating under certain contextual conditions (Yin, 2009), in this case the external realities, cultural norms, industry dynamics relevant to the Bangladeshi society and media industry.

Research Population and Sampling

Sampling for the study was purposive in nature. The sample consisted of 10 media managers who are working in decision making positions in the Bangladeshi media industry. Half of the sample was from traditional media organizations while the other half work in decision making positions in new/innovative media organizations. Traditional media here refers to mainstream channels of mass communication such as news organizations (daily and/or weekly newspapers, magazines), news agencies, radio stations, television channels etc. (Harder, Sevenans, & Aelst, 2017; Olusola, Ibrahim & Priscilla, 2017). New media organizations refer to the organizations that are expanding and diversifying on Internet-based platforms. These organizations are usually specialist communication service companies such as advertising agencies, public relations firms, independent content generation companies etc. (see Lowe & Brown, 2016). The sample size is relatively small which, as Lindlof and Taylor (2011) suggest, is neither unusual nor inconvenient for a case study where the researcher usually aims for descriptive results. The population for this study was within the age range of 20-60 years old.

Data Collection

Following the elements of a case study method proposed by Yin (2009), the researcher conducted semi-structured Skype interviews to collect data that would answer the research questions relevant to this study. The existing literature pertaining to the research topic, the in-depth semi-structured interviews and a textual analysis have equipped the researcher to identify recurring themes through which to answer the research questions.

Data Analysis

For data analysis, the researcher performed manual coding and followed the methods of coding narratives suggested by Lindlof and Taylor (2011). Utilizing the benefits of narrative coding, the researcher wanted to find "the key moments" and attribute special meaning to them drawing form existing literature and theories (Lindlof & Taylor, 2011).

The researcher recorded the Skype interviews via an audio recording software and manually transcribed the interviews to ensure accuracy. No other coder was involved in the data analysis process. The unit of narrative analysis for the interviews was the words and themes. A theme, according to Berg (2007), is usually a simple sentence that consists of a string of words with a subject and predicate.

In this study, the researcher left the scope for collecting themes inductively as to explore the possibilities of new theory development (Berg, 2007) in future studies.

Summary

This chapter outlined the research idea and its context, explained the rationale of the study, and delineated support from existing literature. It highlighted the framework and theoretical backgrounds relevant to the findings of the study. In addition, it presented research questions pertaining the study and briefly outlined the research methodology.

Chapter 2 will focus on the changing environment of the media industry due to changes in external socio-political, economic, technological and political realities. It will also look at the impact of the changing realities on the media industry of the 21st century.

Chapter 2: Changing International Media Landscape

Chapter 1 delineated the framework of the study by providing the context and rationale for the research. It introduced the theoretical concepts and research methodology, and provided the research questions this study will answer.

Following this, chapter 2 explores how a variety of changes in the international environment—stimulated by the potent combination of socio-cultural, political, economic and technological realities—are transforming the international media landscape. It sheds light on how television, newspapers, magazines and Web-based organizations are navigating the changing, sometimes, treacherous external realities. Moreover, it construes the implications of these changes in media, markets, and the public sphere, paving the way to discuss what media managers need so they can operate successfully at the crossroads of the changing media landscape.

Media as the Central Focus in a Society

The media are the focus of much attention and debate in almost every society at present. This focus on media has existed for centuries given the fact that in most countries, media are central to political and cultural life and influence most social areas (see Gripsrud & Weibull, 2010; Silverstone, 2017). In fact, in some democracies, media are considered the foundations from which societies are influenced, educated, entertained, informed, etc. (Perse & Lambe, 2016; Kruikemeier & Shehata, 2017;

Anozie, 2017). From the socialization of children to paramount economic decisions, the media impact many civilizations' day-to-day conversations (see Day, 2017; Nwachukwu, 2014). The media play important roles in understanding the major institutions in societies to foster understanding and participation among different groups of people (Perse & Lambe, 2016; Hjarvard, 2016).

As societies undergo major changes in terms of politics, mobility, economy, education etc., the media also go through important transformations (La Ferrara, 2016; Androutsopoulos, 2016). These are central to the discussion here. In the wake of changing external realities, media researchers have talked about deregulation, globalization, concentration, and digitalization to portray the changes in the media landscape (see Artz, 2016; Crane, Kawashima, & Kawasaki, 2016; Noam, 2016; Pickard, 2016; Iosifidis, 2016). These developments are relevant here because these leave important implications for the management of media industries, and shape how media managers need to equip themselves to navigate the changing media landscape of the 21st century.

Some of the major political, economic, technological, and socio-cultural changes in the world and how they have affected and continue to affect the media industry are discussed below.

Political Changes and its Effects on the Media

Government policies and their administrative practices potentially affect institutions across society. Politics shape people's lives by impacting their economic

decisions, social-cultural mindsets, daily livelihoods etc. (Luard, 2016). The last couple of decades have seen many political changes that have shaped and are continuing to shape world realities (Borg, 2015). Starting from the Arab Spring, the end of the Iraq war, Brexit, and the much-debated U.S. presidential election in 2016, the world has seen how politics can affect every part of our lives. The authoritarian regimes in North Korea, Iran, Cuba, China (Haines, 2016) have had important impacts across the world. The rise of ISIS, conflict between the West and the Middle East, and the destabilization in the Middle East itself have not only affected the lives of millions of people, but also affected foreign relations and world peace (Fisher, 2015).

The rise of Islamic militants has affected the lives of general people in almost all parts of the world. While the majority of people are suffering because of the hateful activities like bombings (Paris in 2015, London in 2017), some people are victims of radicalization (Holt, Freilich, Chermak, & McCauley, 2015). The ongoing war in Afghanistan, of which many cannot associate a proper justification (Walsh, 2016) has destabilized Asia. However, not all political changes were associated with misery; the end of military government in Myanmar helped the people of the country have a freer press and allowed the outside world to be connected with the country (Fisher, 2016).

Changes in government policies not only affect how the media produce and disseminate information, but also how the industry behaves (see Lowe & Brown, 2016). Since the Arab Spring, the world has seen the power of social media and it has encouraged people in different parts of the world to be connected through social media (Tarnoff, 2017). The social media revolution provided many media outlets (both

traditional and new) with important insights (Radcliffe, 2016) and many people started to venture into the social media agency businesses (Simpson, 2014). Traditional media agencies started to converge to compete with their innovative counterparts. The need to diversify the revenue stream for traditional media organizations became prominent (see Lowe & Brown, 2016).

The traditional media landscape started to change in the closing decade of the 20th century when media markets became more versatile and an increasingly global (Kraidy, 2017). Social media served the purpose of disseminating information that traditional media were unable to do. For example, in the Middle East, social media were the prime source of communication for people in terms of gathering news and interacting with others (Safdar, 2017). This trend then influenced other countries to utilize social media to express their opinions and concerns (BBC, 2013). A case in point was the Shahbag movement in Bangaldesh (Sajen, 2015). The rise of social media has also forced governments in different countries, mostly in the West, to deregulate.

All these changes and events had and continue to have important implications for media managers (see the latter part of this chapter for a more detailed discussion) (Kleiner, 2016).

Economic Changes and its Effects on the Media

The International Monetary Fund (IMF) has mentioned the rise of globalization as the most significant economic force internationally, as it has shaped trade and financial integration worldwide (2016). The IMF also states that the last 50 years have

seen a robust growth in volume, nature, and direction of international trade as the number of countries with liberal economic and financial policies has increased. The bipolar world economy—where countries in the South were known for poor economic performance and those in the North were known for vigorous economic performances—does not exist anymore ("The world economy," 2017). The emerging economies from the South have over recent years been growing at an extraordinary pace, thus rapidly integrating themselves with the world economy. For example, the steady GDP growth of Bangladesh makes the country one of the strongest on the subcontinent and has garnered much attention from other parts of the world ("Bangladesh to maintain," 2017). Some emerging economies have even performed better than many in developed economies over the last few decades (Kose & Ozturk, 2014).

However, the world has also seen significant economic downturn. Each of these recessions came with severe economic and financial disruption across the world (Kose & Ozturk, 2014). The International Monetary Fund four global recessions that affected the world economy the most (Kose & Ozturk, 2014). These recessions took place in 1975, 1982, 1991 and 2009. The recession of 2009 was the deadliest one as per International Monetary Fund. Starting in the United States in 2007, it rapidly spread among other advanced and some emerging markets.

The changing economic realities had not only affected societies when it comes to poverty and inequality (through recession), but also through wealth and consumerism (by means of economic development). In addition, it also had significant effects on the media industry.

Legacy media and all its components were built on the solid foundation of a good economy where the customers (audience) are willing and able to consume media as a commodity (Doctor, 2015). A robust economy and financial well-being does not only make a society poverty-free, but also provides citizens with means to afford additional products and services that include media (see "Growth is Good," 2010). Because of globalization, great technological inventions and a steady economic growth, some emerging media markets (e.g. in Bangladesh) have been seeing tremendous growth (Ghosh, 2016). This has implications for all emerging economies of the world and their media industries.

Technological Changes and its Effects on the Media

The last few decades have seen a rapid change in technology. Technology has not only revolutionized various industries and productivity in those industries, but also changed how people perceive their social life (D'Souza, 2017). The Internet has not only revolutionized the user experience, as in switching media consumption from analog to digital, but also marked the beginning of convergence which ultimately led the media industry to go through an epochal change.

The 1990s brought remarkable Internet access to the general public (Greenstein, 2010) and in 2017, more than 3.6 billion people worldwide have Internet access ("Internet Live Stats," 2017). Apart from using Internet for personal and professional communication, people use it to access more than one billion websites ("Internet Live Stats," 2017). These websites virtually include all the world's newspapers, magazines,

trade journals, broadcast network and stations, as well as the ever-increasing social networks and hundreds of millions of blogs on specialized topics. Broadband access in the 21st century serves as the hallmark of the change that marks today's media environment. This environment is characterized by "always-on" Internet access (Gholami, Koh, & Lim, 2010). Broadband changed how people use media because it added much more comfort in the ways they access news and information.

Technological advancement and upheaval in information collection, distribution and consumption has created business opportunities for new media organizations and led legacy media organizations to search for their role in to the world of new media. At present, some media outlets are solely dedicated to meet the large demand of digital content ("The Top 100," 2016). Technological advancement has created more business opportunities for traditional media as well as they have the potential to diversify their revenue streams (Lowe & Brown, 2016). However, it has been a challenge for some as it creates audience segmentation and digital divides (see Lowe & Brown, 2016; Rahman & Riaz, 2016).

Socio-Cultural Changes and its Effects on the Media

Socio-cultural changes in the world over the last couple of decades were impacted by and have impacted political, economic, and technological transformations. The world politics and unfortunate events pertaining the political realities such as terrorist attacks, the rise of ISIS and others have brought the world together (Green &

Thompson, 2016). As an effect of globalization, people of the world now stand together giving them a sense of collective awareness (Kose & Ozturk, 2014).

Technological innovations and socio-cultural changes that came along, as per Jäger, Linz, and Schneider (2010), have two overarching effects, not only on the changing media landscape but also the structure of societies. First, these compelled role players to focus on the increased importance of media for culture and communication in societies. Second, they raised and intensified not only the questions of developing technological media, but also heightened "the complex interplay and interdependencies between media, communication, and culture" (p. 9).

As the Internet and social media take over traditional media, the geographical boundaries between cultures become thinner and people enjoy more freedom in terms of media consumption. This led the media industry to cooperate, open branches in different parts of the world, find different emerging markets, and voice different opinions of different societies and culture (see Lowe & Brown, 2016). Media managers also started to adopt to more dynamic skills as the media industry becomes more dynamic (Oliver, 2016a).

While talking about changing media landscapes and the implications of these changes for media managers, researchers have mentioned the importance of organizational structures (Gripsrud & Weibull, 2010; Bolman & Deal, 2017), routines, and ambitions of the people who work within them (Gripsrud & Weibull, 2010; Oliver, 2016a). The implications of these changes for media managers are briefly discussed

below in terms of six categories (Herrick, 2012; Oliver, 2016b; Lowe & Brown, 2016; Mosco, & Nagy, 2017).

- **Proliferation of communication and information channels**, although it is difficult to exactly count how many media organizations are currently operating worldwide (Pew Research Center, 2017). Cable and satellite channels continue to rise worldwide (European Journalism Center, 2017), while the number of daily newspapers is contracting somehow (Villi & Hayashi, 2017) and the number of digital news magazine issues continues to rise at an average of 30% (Pew Research Center, 2017). The Internet is seeing a staggering growth, outnumbering the growth of television, radio, and other media (Pew Research Center, 2017). This reality enables society to grow at a rapid pace, creating challenges for different authorities who oversee how media organizations are managed, i.e. governments (they mostly regulate media), owners, media managers, etc. (Azari, 2016);
- **Commercialization of media organizations**, as they make money for sustainability and profitability at the same time (Bagdikian, 2014). Much of the media industry, like many other business entities, is profit-driven, with some sense of social responsibility (Johnson, 2014). Certain regulatory frameworks all over the world, however, make it mandatory for all television and radio to broadcast a minimum of news and current affairs output (Ryley, 2017). Media researchers have been concerned with the profit-driven nature of the media for several decades now (Wittel, 2015). The balance between public responsibility

and profit has always been an issue with media as some suggest that media's normative goals are superseded by its economic goals (Croteau, Hoynes, & Milan 2015; Thomas, 2016);

- **Concentration of media ownership.** Historically**,** many media businesses were owned by families (Artero & Manfredi, 2016). Over time, however, many saw it as inevitable for media ownership to go from family ownership to corporate and chain ownership, signifying cross-ownership and media consolidation (Herrick, 2012). The making of massive media empires on a global scale, e.g. Time Warner, Disney, Rupert Murdoch's News Corporation, Bertelsmann has resulted in media economics having a long-lasting and overshadowing impact on media organizations' traditional news reporting role (Theobald, 2017). Conglomerate ownership has impacted all activities of media organizations, from production to distribution, hardware and software, encompassing all forms of media and technologies (Campbell & Martin, 2015). Cross-ownership, being a controversial issue, has faced many regulations and bans, although these have been less strict in recent years following some of the economic and technological changes discussed earlier (Yu, 2016; Prodnik & Brlek, 2017; Noam, 2016);
- **Globalization** since the closing decade of 20th century when media markets became more versatile (Kraidy, 2017). Scholars have agreed that media play a vital role in the process as it has affected how media firms operate and are run (Crane et. al, 2016). With globalization, space is no longer a determining factor,

neither in terms of social, information nor commercial relationships (see Sanchez-Tabernero, 2006; Flew & Waisbord, 2015). The implications of globalization for media managers are complex yet crucial and span legal frameworks, social engagement (Grispsurd & Weibull, 2012), competition and sustenance in a global marketplace, and global branding and advertising (Crane et al., 2016);

- **Regulation and deregulation** have for a long time been perceived as areas of grave concern in an era when the media are going through an overpowering restructuring (Ravi & Guru, 2016). Economic developments have given rise to the increased commercialization, concentration and globalization of media whereas deregulation works as a balancing force. The newspaper industry in Europe, for instance, had been strictly regulated when it came to cross-media ownership (Roos & von Krogh, 2016). Whereas a strongly regulated legal environment has been considered a limiting factor for earning high profits in the industry, increasing deregulation has been on the forefront of the media economy in many countries. Many industrialized countries have recognized that the media industry is "rapidly becoming a single, multi-faceted, global industry rather than a series of individual, national sectors" (Roos & von Krogh, 2016, p. 24), signaling a significant change in the media industry. The most important implication of deregulation of the media industry is the competition among different media outlets. Due to deregulation, different content providers compete for access to existing networks as well as the establishing of the new ones which

can create a fragmentation in the market (Bennett, 2015; Roos & von Krogh, 2016). The trend of deregulation is influenced by the increasing number of private network owners who were successful to establish small but efficient networks. It (deregulation) is also very apparent in the telecommunication sector, where state-owned monopolies have been harnessing free competition. The panorama of deregulation has invigorated media firms to clinch transnational partnerships and strategic alliances to thrive in an unregulated market (Roos & von Krogh, 2016);

- **Digitalization**. With a common electronic language based on computer bits, digitalization became a major technological media trend during the 1990s. One of the most common factors usually associated with the changing media landscape is technological convergence from analog to digital format. Traditional media nowadays mostly use digital technologies in one way or another and in various phases of their activities. The most noticeable and developed manifestation of digitalization within the traditional media happened by the end of the 1990s when online versions of newspapers started to emerge (Smits, 2014; Ashuri, 2016). Digitalization and convergence continued and will continue as traditional and other media continue to increase their presence online. Media content have also become increasingly digitalized over time. No matter what type of signal media organizations use, they can transform any content into undifferentiated bits of data and converge onto a single platform (Lugmayr & Dal Zotto, 2016). Since convergence allows the distribution of

digitalized products across different digital platforms with little or no cost, it has important usages for media firms when it comes to making policies regarding revenue generation (Dal Zotto, Dichamp, & Sommer, 2012). Media convergence also requires media firms to rethink their existing assumptions about media from a consumer's point of view, as the process (convergence) does not only affect marketing, and other business-related decisions, but also production decisions (Krumsvik, 2013; Urban & Bodoky, 2013).

With the proliferation of media and technological advancement at an ever-increasing rate, the media industry has entered an era of constant change. Technology has changed the roles of consumers who not only consume information but also participate in and contribute to the production of media. The oversupply of information, commercialization of media, globalization, and deregulation have fostered an open market and more competition for media firms. The exponential growth of group and cross-ownership reflects media firms' constant search for new avenues to generate revenue. All these trends and challenges have turned the reality into a more complex one where media managers must be more aware of different changes while coming up with new business models and strategies that can help them sustain their presence in the market and thrive.

Summary

This chapter discussed the political, economic, technological, and socio-cultural changes that have taken and are taking place in the world over the last couple of decades. It also mentioned the impact of those changes on the media industry and provided implications of those changes for media managers.

The next chapter focuses on the case study of Bangladesh, including the changing external environment in which Bangladeshi media organizations operate.

Chapter 3: The Changing Media Landscape of Bangladesh and its Implications for Media Managers

The previous chapter showed how the international media industry has gone through a revolutionary change in recent decades due to the changes in political, economic, socio-cultural, and technological environments. It also described the impact of these changes on the media industry and the implications of those impacts for managers working in the industry.

This chapter discusses the changes in the media industry in Bangladesh as a result of the changes in the same external realities mentioned above and delineates implications of those changes for Bangladeshi media managers.

Bangladesh: A Changing Landscape

Bangladesh is a postcolonial country in South Asia, covering a total area of just over 57,000 square miles (The World Fact Book, 2016). The country is practically surrounded by India except for a small south-eastern frontier with Myanmar and a southern coastline on the Bay of Bengal (Riaz & Rahman, 2016). With an estimated population of 156 million, Bangladesh is the ninth largest country in the world in terms of population (The World Fact Book, 2016).

Britain left the Indian subcontinent in 1947 after 190 years of colonial rule, creating two independent nations based on religion: the Hindu-dominated India and the Muslim-dominated Pakistan (Shoesmith & Mahmud, 2013). The then East Pakistan

emerged as Bangladesh in 1971 after a brutal war where India played a significant role as an ally of Bangladesh to help the country gain independence from Pakistan (Wagner, 2016). Independence (geographically and economically) for Bangladesh came with a cost of great human sacrifice, as 3 million people lost their lives (Bangladesh Genocide Archive, 2017). The end of authoritarian government brought phenomenal changes in almost every sector in the country (see Riaz & Rahman, 2016). According to the European Foundation for South Asian Studies (2017), although Bangladesh repeatedly suffers from political turmoil, it has shown tremendous growth economically, which ultimately affected peoples' living standard, ensured food security, provided basic health care, gave access to education, and garnered social cohesiveness. According to the same source, all these changes have significantly contributed to the resilient and developmental mindset of the Bangladeshi people.

While Bangladesh is best known to the rest of world for its natural disasters, and "perceived, deeply embedded poverty" (Shoesmith & Genilo, 2013, p. 2), Riaz and Rahman (2016) suggest that the country has not only survived but thrived in the social, and economic progress in the last couple of decades. Despite a limited natural resource base, developing infrastructure, high population density, frequent natural disasters, and political instability, the GDP growth of the country has been projected at 7 percent in 2017 (The UN Economic and Social Commission for Asia and the Pacific, 2016). The high GDP growth has garnered considerable attention from both the international media and policy makers because the country with its small area, huge population, and other natural, infrastructural, and political constraints, has set an exemplary result of a steady

GDP growth (Hosen, Islam, Tapu, Islam, Mia & Begum, 2016). Riaz and Rahman (2016) observe that Bangladesh's geostrategic importance has increased in recent years due to the growing importance of South Asia in international politics.

The Changing Media Landscape of Bangladesh

The growing importance of the country and its economic and social progress has impacted the media industry in more ways than one. For example, Riaz and Rahman (2016) suggest that the media industry has seen a rapid growth in the number of media organizations whose operation are purely Internet-based; traditional media organizations are moving toward convergence; the audience is becoming fragmented; the media industry is becoming more reliant on advertising, etc.

The divide between India and Pakistan in 1947 and the liberation war of Bangladesh in 1971 both laid the basis for the present media system in the country (Shoesmith & Mahmud, 2013), which, as Mahmud (2013) writes, "is highly derivative and shaped by a number of distinct trends such as state censorship and control, missionary involvement, and an orientation towards using the media for social and cultural advancement" (p. 38). Although the wave of global information arrived in Bangladesh much later (during the 1990s) than in the rest of the world (Shoesmith & Genilo, 2013), the media landscape in Bangladesh is expansionary as the country utilizes the benefits of modern technology to form a vibrant media environment for a precipitously modernizing audience (Riaz & Rahman, 2016).

The rapid growth of media organizations and the changing media landscape in Bangladesh has turned the media industry into a "burgeoning market" (Shoesmith & Genilo, 2013, p. 6). Ullah and Akhter (2016) reports that the Bangladeshi media industry has seen rapid growth since 2000 with the establishment of 25 private television channels, 14 online news agencies, 12 daily newspapers, 11 commercial FM radio stations, four online radio stations, 15 community radio stations. The current worth of Bangladeshi media industry was reported approximately as $334 million in 2016, with a projected annual growth rate of 10-12% (Ghosh, 2016). Among all Bangladeshi industries, the digital media industry has shown the most significant growth of 1,500%, next to which is radio with a 350% of growth rate; television with a 200% growth over the past five years, and print with a 150% growth (Ghosh, 2016). The size of the digital advertising market in Bangladesh was approximately $25 million in 2015 with a projection of $56 million in 2017 (Lightcastledata, 2015).

The fast-moving and rapidly changing Bangladeshi media landscape, as Shoesmith, Mahmud and Reza (2013) suggests, is the result of sociopolitical and economic changes that provided the industry with new opportunities and garnered a new robust structure for the market itself. These changes, over the last few decades, and the implications thereof are described below from political, economic, socio/cultural, and technological perspectives.

Political Changes in the Bangladeshi Society and how These Manifest in the Local Media Industry

Three major political events have influenced Bangladeshi society: the end of British rule and separation from India and Pakistan in 1947, the language movement of 1952, and the liberation war of 1971 (Riaz & Rahman, 2016; Shoesmith & Genilo, 2013). These events provided an "intellectual and ideological impetus" (Shoesmith & Mahmud, 2013, p. 16) that eventually formed the foundation of the Bangladeshi society and ultimately the Bangladeshi media and other institutions. Baylis, Owens, and Smith (2017) suggest that the overt links between politics and the media in Bangladesh developed in the late 19th and early 20th centuries. Post-1971 media were characterized by enthusiastic and optimistic media practitioners who embraced the industry with a sense of victory against the non-democratic rule of the Pakistan era (Chowdhury, 2007).

While discussing the political changes and its implications on the Bangladeshi society and the media scenario in Bangladesh, it is relevant to look at the legal regime and media law that govern media operations. Although the Bangladeshi Constitution (adopted in 1972) guarantees freedom of speech and expression, the press and media in the country often must operate under the supervision of a profoundly regulated framework (Amnesty International, 2017). In addition, religious fundamentalist groups often clamp down on media professionals, e.g. bloggers who speak out against political and cultural realities in the country. As a result, many of these professionals have to choose between self-censorship or persecution and even prosecution from these groups.

Between 2013 and 2016, for instance, several bloggers lost their lives because Islamist groups believed they were too outspoken (Tharoor, 2016).

Because of these realities, Freedom House reported the press freedom score in Bangladesh as 54 out of 100 in 2016, showing a deteriorating press freedom status compared to the previous year (Freedom House, 2017). Asaduzzaman and Jinia (2015) observe that the Government of Bangladesh often does not appreciate media's lawful and legitimate criticisms of government decisions. This creates tension between the government and media organizations, sometimes leading the former to make strict decisions such as suspending media organizations' broadcasting licenses. The censorship laws prevalent in the country restrict the free flow of information in the traditional media but most prominently so in the creative media industry, photography, film industry, etc. (Mohaiemen, 2016). However, the issue of censorship is more complex, and therefore it operates through the penumbras of political, social/cultural, economic, and technological realities which will be addressed more in latter parts of this chapter.

One of the major political changes that impacted the Bangladeshi media industry was the end of authoritarian rule in the late 1990s. This initiated privatization of state-owned industries and enterprises (Ahluwalia & Mahmud, 2004). Only 72 daily newspapers were published in the country in 1989. This number increased to 292 by 2012 (Mahmud, 2013); and 353 (registered) by 2014 (Rahman & Riaz, 2016). According to Ullah and Akhter (2016) there has been a raise of 138 daily newspapers since 2012. The most notable change during the last decade of the 20th century was the

change in the advertising market with the privatization of several business entities (Mahmud, 2013). Robust advertising by the private sector helped media organizations to move away from government-sponsored advertisement as a way to sustain their operations. This ultimately led to many media organizations being less dependent on government support for the first time at the turn of the century (Anam, 2002).

Another major media wave occurred in Bangladesh in 1997 when Indian airwaves opened for satellite broadcasting. This development disregarded any political boundaries on broadcasting. Bangladesh and India share a sensitive and belligerent space when it comes to political decision making (Van Schendel, 2006). Following the liberation of the Indian airwaves, the Bangladeshi government acted quickly as they sanctioned Indian satellite broadcasters and issued licenses for Bangladeshi satellite channels as well (Wahid, 2007). Currently, 28 private satellite channels operate in Bangladesh (Bangladesh Telecommunication and Regulatory Commission, 2017) escalating commercialization and mammoth investment in the production and advertisement segments of the media (Rahman, 2011).

The volatility of Bangladeshi politics, often considered a dysfunctional two-party system, has always been aggravated by the two major political parties—the Awami League (AL) and the Bangladesh National Party (BNP) (Economy Watch, 2015). The dysfunction led to the formation of a caretaker government in 2006, which ultimately led the two political parties to come up with unrealistic promises for their individual political advancements (Shoesmith & Mahmud, 2013). In 2008, the AL won the election, largely based on their promise to create a Digital Bangladesh which

marked an era of change in the Bangladeshi media scenario (Genilo, Islam & Akhter, 2013). The concept of Digital Bangladesh, as Bhuiyan (2013) points out, started an "information capitalism" (p. 194) which is turning the Bangladeshi media industry into an information/service-based industry that experiences new modes of production through digital content (Lightcastle, 2015). As a part of the Digital Bangladesh initiative, Bangladesh is connected to the information superhighway, expanding the ICT market from $26 million in 2008 to $700 million in 2016 (Center for Research and Information, 2017). The government introduced 4G/LTE technology which has directly affected an exponential growth in mobile users; 2006 had seen 20 million mobile users, a number that increased to 130 million just 10 years later (Center for Research and Information, 2017). To meet the growing need, the number of digital marketing agencies and digital content generation agencies has started to grow at an exponential rate, creating a robust digital advertising market with an impressive 5-7% annual growth rate (Zaman, 2017).

Economic Changes in the Bangladeshi Society and how These Manifest in the Local Media Industry

As mentioned above, Bangladesh has garnered much attention for its steady GDP growth in recent years. In 2008, the country was ranked 12th on the Index of Failed States, an annual report ranking countries in terms of economy ad sustainability and published by the Fund for Peace—a think tank based in the United States. In less than a decade after that, Bangladesh has been ranked at 39 out of 178 (see The Fund for Peace,

2017). Shoesmith and Mahmud (2013), however, argue that such indices do not do justice to the complex and phenomenal growth and socio-economic transformation of the country that former U.S. Senator, Henry Kissinger once called a "basket case."

The rapid economic changes over the last two decades have also influenced the media industry in Bangladesh, typically recognized as one of the most booming markets in South Asia (Asian Development Bank, 2017).

The end of the authoritarian government in the late 1990s initiated economic reform that has significantly affected the Bangladeshi media scenario (Mahmud, 2013). It introduced free-market policies that leveraged the private sector to use the media for marketing, power and prestige (Farhana, 2014). Capitalizing on the power of media, wealthy businessmen expanded their investment portfolios and invested in media organizations. They utilized their own media spaces and platforms to create a specific set of socio-political images and to exercise their influence across a variety of sectors. In the long run, this approach benefited their businesses and helped them to influence political parties and perspectives (Mahmud, 2013).

The steady GDP growth and economic stability made a difference in media consumption as well. Bangladeshi consumers/audiences now have more options to choose from for information, education, entertainment, etc. While there are several benefits to this development, it also ultimately led to a fragmented consumer market (Ahmmed, 2014), which resulted from both increased competition and commercialization of the media industry. Utilizing the benefits of market fragmentation, the Bangladeshi media industry has recently created a rising urban middle class

audience who are considered an integral part of media consumerism (Manik, 2015). Riaz and Rahman (2016) observe that the liberal economic policies and growth of the private sector have further advanced the media business in Bangladesh; the result is reflected in the changing role of the social and political usage of media, changing media consumption patterns, etc.

Technological Changes in the Bangladeshi Society and how These Manifest in the Local Media Industry

Bangladesh, although a developing country, behaves much like a Westernized, developed country when it comes to using technology. Platforms such as the Internet, satellite, and cable television have diminished traditional cultural boundaries (Andaleeb & Rahman, 2015). In spite of this, many (including Genilo, Islam & Akhter, 2013) criticize the political motto of the aforementioned Digital Bangladesh campaign, saying politicians merely used it to win the 2008 election. However, literature suggests that all existing Bangladeshi entities, be it government offices or private media organizations, or even civilians, have developed their own narratives about Digital Bangladesh and acted upon it (Rahman & Sloan, 2015). Ever since Bangladesh became connected to the information highway for high speed Internet, it revolutionized the way Bangladeshi people lead their lives (UNICEF, 2017). Government agencies are working for a sustainable e-governance, businesses are utilizing the low tariff on broadband data and e-commerce facilities, media companies are expanding services and branching out to cater to new needs (e.g. content development). This all happens within the context of

individuals utilizing the opportunities to relate to the world through rigorous usage of cell phones and social media (Rahman & Sloan, 2015).

Haq (2013) writes that even before social media flourished in Bangladesh, there was a small number of urban online communities who were blogging and analyzing news and current events, performing the role of citizen journalists. Social media started to spread rapidly when regulators made broadband and mobile Internet more affordable and available (Internet World Stats, 2017). With the Digital Bangladesh initiative, the Bangladeshi telecommunication sector enjoyed low tariffs, which ultimately reduced the price of Internet usage (Rahman & Sloan, 2015). A recently published report suggests that Dhaka, the capital of Bangladesh, ranks second in the world in terms of the number of Facebook users (Murad, 2017). The large social media audience created many small new media organizations dedicated to producing digital content that will cater to the growing needs of urban consumers (Kader, 2017).

These small digital organizations, and many other ICT and service-based industries have contributed to the rise to an entrepreneurship culture in Bangladesh. This eventually contributes to economic development of the country (Ayruani, 2016). Kader (2017) observes that as the market matures into a robust economy, brands are allocating more money to their digital media budget. This has led many big and multinational media agencies to establish their own digital departments instead of relying on small digital media agencies.

Socio-Cultural Changes in the Bangladeshi Society and how These Manifest in the Local Media Industry

To many, Bangladesh is best known for its traffic jams, corruption, natural disasters, and poverty. However, Shoesmith and Genilo (2013) argue that several alternative discourses can be relevant when discussing the country and the Bangladeshi culture, including resilience against all odds and modernity. They also suggest that Bangladeshis speak about their culture in two predominant ways: in a very nationalistic tone that reflects the Bengali language and culture and resonating the spirit of the liberation war of 1971, and from the perspective of religion arguing that Bangladesh is an Islamic nation. Media, being the mirror of any society, reflect both perspectives. Therefore, despite having a regulated press and sensible government who are prone to censorship and bans, many media organizations and media professionals in Bangladesh practice self-censorship (Islam & Rahman, 2016). However, globalization, the fast growth of the Internet and mobile phone technology, a 24-hour news cycle, and an improved socio-political consciousness, are all contributing to the Bangladeshi society experiencing social changes that have significant implications for the media industry in Bangladesh.

Globalization has enabled Bangladeshi people to connect with the global information village, enabling them to know what's happening in the farthest regions of the world. Based on its strong technological foundation, globalization enabled Bangladeshis to connect themselves to a world of 24-hour information that the youth of Bangladesh, mostly urban, utilize to learn from different cultures. This ultimately makes

them more conscious about their social values (Hossain, 2014). The interaction among different cultures, and continuous exposure to world events has created a group of media consumers who are driven by updated information and who are highly intolerant of censorship and bans (Colhoun, 2015). Colhoun (2015) further points out that the large population of Bangladesh, and South Asia in general, are not only eager to conduct social networking or gather news, but they are also content generators for different media platforms. This leaves important implications for media organizations, especially those who are into digital content generation. With the blessing of technology and access to high speed Internet, media organizations not only compete with other media but also with individual content generators and publishers (Perse & Lambe, 2016).

A big wave of social change came with technological innovation and the Digital Bangladesh vision when Bangladeshis started to practice citizen journalism, mainly through blogs (Haq, 2013). The pre-Facebook era in Bangladesh is marked by several unorthodox blogging sites where users used to talk not only about politics, but also criticized the government, religion and conventional rules. The blogosphere, with an alternative means of communication in the cyberspace, became the epitome of freedom of expression for the Bangladeshi urban youth. This later extended to the Bangladeshi diaspora in different parts of the world (Haq, 2013). These developments resulted in more fragmentation of the media market as newspapers and other mainstream media had to compete with these user-generated information sources (Chowdhury & Rahman, 2017).

Currently an approximate 62% of Bangladesh's population is under the age of 30. This means about 100 million people in the country hold the potential to create social change as they have adopted the technological changes and are exposed to updated information (Kamal, 2017). These young people are entrepreneurial in nature and biased toward the service industry, following global trends (Kamal, 2017). The change in attitude towards entrepreneurship has resulted in the inception of many small and medium ICT and media organizations, and as experts suggest, will foster more service-based companies (Kader, 2017). This also has an important implication for existing media organizations.

The Implications of These Changes for Media Managers

The changes in the media industry as a result of the changes in the political, economic, technological, socio-cultural environments hold both promises and challenges for Bangladeshi media managers. Like elsewhere in the world, two groups of media organizations stand on opposite ends of the spectrum. On the one end are the traditional media organizations governed by regulatory frameworks, and on the other end are the new media organizations operating through digitalization and innovation. Ghosh (2016) suggests that the size of media organizations in Bangladesh, as elsewhere in the world, is declining as people are forming robust digital media organizations. This tendency is forcing traditional media managers to move towards convergence and diversify the revenue stream by adding videos, social media presence, online presence etc.

Rahman (2016) highlights the digital divide in the Bangladeshi media due to the tectonic shift in economic and technological realities. Since the urban population is privileged with access to technology, they utilize technology to consume media on different digital platforms and through mobile devices (Rahman, 2016). The rise of small media outlets of different nature (e.g. social media agencies, content generation agencies) to cater to the need of this growing audience results in audience fragmentation which is a constant reality for the media managers in Bangladesh and elsewhere in the 21st century.

To utilize the benefits of technology and successfully achieve convergence, managers in traditional media organizations are hiring people who are better experienced with and more interested in technology (Zaman, 2017). This creates a generation gap among human resources in these organizations, as both those with traditional approaches to media and those who are open to innovation and change have to work alongside each other and collaborate to achieve the goals and objectives of the organization (Kundu, 2016).

Literature also suggests that the change in political power and rise in media outlets has made the government comparatively more liberal towards the press and the entertainment media industry (Rahman, 2016). Since the rise of citizen journalism, the bigger population is more driven towards citizen participation in policy matters (Hussain & Mostafa, 2016). The rise of citizen journalism and microblogging, often used as sources of news and media, also compete with the mainstream media, and in a way, can pose challenge to media managers.

On the other hand, the paradigm shift in the Bangladesh media industry has implications for new media managers as well. They can utilize the growing users of digital media to produce more content and garner more ad-revenues from different advertisers (see Rahman, 2016).

Summary

Media transformation is a usually the result of different and complex socio-economic, technological, cultural and political events. The media industry in Bangladesh has seen much growth in last couple of decades and those changes were regulated by different political decisions, government regulations, a steady economic growth, an ever-growing and media literate middle class, and massive diffusion of technology and social media. All these factors helped shape the robust media in Bangladesh and hold important implications for media managers operating in the country. As the literature suggests, technological convergence, fragmented markets, media consolidation, revenue generation through digital advertising, user-generated content, and a boost in new media entrepreneurship mark the changing media landscape of Bangladesh. This chapter discussed these changes and how they have impacted the media industry. It also discussed the implications of the changes for the media managers in Bangladesh.

The next chapter discusses the transformation in management approaches over time, talks about the basic and additional management tasks, and highlights the managerial competencies that are crucial in the context of this study.

Chapter 4: Managerial Competencies for Effective and Efficient Managers

The previous chapter focused on Bangladesh and discussed the changing external realities for media in that country. It also mentioned the implications these changes have for media managers there.

Chapter 4 aims to elaborate on a literature review of the transformation in management approaches over the years, highlights the basic and additional management tasks, and presents the managerial competencies associated with effectiveness/success in an organization. These competencies and tasks are applied specifically to media managers and more specifically to media managers in the Bangladeshi context.

The Changing Roles of Managers

Today's business environment in marked by constant change (Benson, 2016). The changing external environment (political, economic, technological, and socio-cultural) have had various impacts on almost every sphere of human life, especially the way businesses work (Burke, 2017). The changing external realities also brought about a significant change in management approaches in different organizations, starting from their strategies to deal with change, their organizational culture, and leadership styles prevalent in those organizations (Burke, 2017). As the world becomes increasingly complex with the changes mentioned above, the importance of strategic management in a business becomes paramount (Wheelen & Hunger, 2017; Bradley, 2016; Bridges & Bridges, 2017). Burke (2017) delineate the importance of managers in their

organizational capacities to develop strategies to cope with the changing internal and external environments.

Over time, researchers have identified different attributes managers need to achieve success and sustainability in an organization. Drucker (1955) first recognized the central importance of management when he came up with five functions for managerial roles: setting objectives, organizing, motivating and communicating, measuring, and developing people. Drucker's perspective on management competencies were based on the importance of goal setting, but also exhibited values related to leadership and communication (Artero & Manfredi, 2016).

Douglas McGregor (1960) proposed an alternative model of management based on the managerial assumptions that control is important in organizational growth. Known as the father of Theory X and Y, McGregor's contribution to management science has been seminal. Theory X exhibits more control over employees (Jones & George, 2015); "this is essentially the command-and-control approach" (Artero & Manfredi, 2016). This theory assumes that people are lazy and hence they need to be closely monitored (McGregor, 1960). Managers who practice this theory assume that employees do not have personal association with the work they do and therefore a reward-based system is irrelevant (Herrick, 2012). The advocates of this theory practice control and believe in punishment when it comes to managing employees (Jones & George, 2015). They also believe that the average employee "prefers to be directed, avoids responsibility, has little ambition, and wants security without having to work for it" (Herrick, 2012, p. 76).

The alternative to Theory X is Theory Y, which assumes that people want to work and "they do that best under a collaborate-and-co-operate approach" (Artero & Manfredi, 2016, p. 45). Managers who practice this theory believe that people do not dislike work, rather they enjoy work and gain satisfaction from their work (Shafritz, Steven, & Jang, 2015). Employees exercise self-control and self-direction, and seek out responsibility at work. Herrick (2012) suggests that the advocates of Theory Y also believe that employees can exercise imagination and creativity while solving occupational problems. McGregor (1967) suggests that although Theory X and Theory Y seem to oppose each other, these approaches can very well co-exist in a management environment (Herrick, 2012). Artero and Manfredi (2016) suggest that four kinds of skills are relevant for managers from the perspectives of Theory X and Theory Y: "intellectual knowledge, manual skills, problem-solving skills, and social interaction" (p. 450).

Another pioneer in management literature is Renesis Likert (1961) who invented the 4 management styles: exploitive authoritative, benevolent, consultative, and participative (Albarout & Salem, 2017). The exploitive authoritative management style fits well with the command and control approach to management, and the participative style fits with the tendency to develop socially mature people to take initiative. Robert R. Blake and Jane Mouton (1964) are two other management experts who are known for their managerial grid on which they combined five management styles that span from the "do nothing manager" (those who perform poorly) to the "manager nirvana" (those who deliver high performance) (see Swanwick, 2017).

Other management tasks and skills have also surfaced over time. For example, Skeaff (1967) says managers must spend their time in organizing, coordinating, directing, controlling, and motivating people. Hales's (1986) compilation of managerial tasks include controlling and directing subordinates, planning, negotiating, handling disturbance so it doesn't affect work effectiveness and productivity, monitoring activities, allocating resources, maintaining external and internal relationships, and acting as leaders of organizational units.

Literature suggests that, over time, the tasks and assigned roles of managers have changed. E.g. Short (2016) talks about managers' need to invest in people, getting to know their employees, and utilize their (employees') abilities for successful execution of a task. Block (2016) states the importance of managers having political skills so they can achieve and maintain organizational effectiveness. Oprisan, Blaga, and Tilega (2016) highlight the importance of managers' roles in human activity in the contemporary world, while Mazreku (2016) talks about the importance of managers as motivators in any organization.

The brief overview of the changing roles of managers in management literature indicates a gradual development away from the command-and-control approach to the more participative approach of management. This gradual change, as Artero and Manfredi (2016) suggest, can be grouped under two dominant management approaches that are briefly discussed below.

Scientific (Classical Management)

The scientific approach to management is the oldest framework (Herrick, 2012; Waring 2016) that appeared on the management scenario at the beginning of the 20th century. This approach to management primarily aimed to solve the problem of inefficiency (Toma, Grigore, & Marinsescu, 2014). Pettinger (2013) described the concept of scientific management as "the taking of a precise approach to the problem of work and work organization" (p. 13).

Frederick Winslow Taylor, considered by many historians as the "most influential management innovators of the 20th century" (Hamel & Breen, 2007, p. 12) is known as the father of the approach. Its premise is that the fundamental objectives of management should be to ensure the maximum prosperity for the employer. This approach, as Koumparoulis and Vlachopoulioti (2012) suggest, saw human work as "analogous to machine work" (p. 420). It required managers to monitor workers with stopwatches and notepads as workers were paid for their outputs (*"*Scientific Management", 2009). Therefore, in this approach employees were trained to work at the fastest speed and greatest efficiency (Herrick, 2012) ignoring any communication between the employer and employees and removing brain work from the floor (*The Economist*, 2009).

Many management scholars criticized Taylor's scientific approach to management, which was driven by the "authority over labor" (Holmes, 2016, p. 46). Another management guru of the 20th century, Peter Drucker, criticized the approach on the basis that it treats humans as machines to avoid dealing with human being and their

complexities (Herrick, 2012). In spite of the criticism, Taylor's contribution to management was significant (Toma et al., 2011) and was adopted worldwide (Herrick, 2012). Herrick (2012) suggests, "it is used to its extreme limits sometimes, exploiting and abusing workers, especially in factories in developing countries" (p. 73).

However, despite the significance of Taylor's scientific approach, trade unions were not happy that the employees were treated as machines and were monitored solely based on their tangible outputs. Moreover, although these claims to be a scientific approach to management, there was nothing scientific about it (Stewart, 2017). Workers' growing demands through trade unions and the criticism to this approach made managers think that this management framework was not as effective as first thought. Subsequently, the humanistic approach, discussed below, became an alternative approach to management.

Humanistic (Behaviorist) Management

The humanistic management approach emerged when managers started to explore the possibilities of generating efficiency by treating people better than tools/machines (see Daft & Marcic, 2016). Herrick (2012) suggests that the most important breakthrough in the humanistic management approach came in 1945 with a study that established the "Hawthorne Effect" (p. 74). The Hawthorne Effect found that organizations can achieve higher efficiency and better job performance by showing interest in and concern with individual employees (Sedgwick & Greenwood, 2015). The phenomenon changed the scientific approach to management as it "introduced the idea

that attention to the well-being of workers can have a major impact" on organizations (Herrick, 2012, p. 75). Employees' morale, loyalty, productivity, organizational effectiveness all seem to be correlated with the way an organization treats them (see Campbell & Tawdey, 2016). Therefore, the difference between the humanistic approach to management and other management approaches is that the former is not primarily driven by profit-making. It recognizes the role people as resources play in achieving organizational goals (Melé, 2016). Melé (2016) states how this approach to management is also geared toward people and their well-being as individuals.

The discussion above makes it clear that the scientific approach to management gives more importance to "hard management skills" (Artero & Manfredi, 2016, p. 47) with the aim to produce efficiently and the humanistic approach to management emphasized on people focusing on the "soft capabilities" (Artero & Manfredi, 2016, p. 47). However, be it scientific or humanistic, both approaches required managers to perform some basic tasks to manage people and production in businesses. The basic and additional management tasks are briefly described below.

Basic and Additional Management Tasks

Management is described as a process (Koontz, 2010; Fayol, 2016) that helps people in decision making positions utilize human and other resources to achieve their business goals "as efficiently as possible to deliver need-satisfying production or services and to eventually realize a business enterprises' predetermined goals" (Steyn & Steyn, 2006, p. 323). This definition of management entails the basic and additional

management tasks a manager needs to perform. To be able to perform those functions, managers also need to be equipped with some managerial competencies (Steyn & Steyn, 2006). The next section of this chapter refers to the basic and additional managerial tasks and then outlines the managerial competencies.

Basic Management Tasks

Over the years, management researchers have adopted the five distinct functions of managing pointed out by Fayol (2016) and condensed those into four basic management tasks. These are: planning, organizing, leading, and controlling:

- **Planning:** In its simplest term, planning means setting goals for an organization and working towards achieving those goals through various actions. Griffin (2013) suggests that decision making is at the heart of planning as managers choose different courses of action from a set of alternative options to achieve the optimum results. This task makes a manager to assume the role of a guide who lead a group of people in a certain direction (Robbins, DeCenzo, & Coulter, 2008). Planning also requires managers to forecast future business and economic conditions (Griffin, 2013);
- **Organizing:** Managers organize by bringing together physical, human, financial and other resources to move toward an organization's predetermined set of goals. Managers utilize and execute the plans created as part of the planning stages by organizing different resources available to them. Defining activities,

assigning activities to groups, delegating responsibility and authority both are integral parts of organizing as a management task (see Griffin, 2013);

- **Leading** refers to a task that is both crucial and challenging at the same time (Griffin, 2013). By leading, managers try to influence people to achieve certain organizational goals. It involves a number of different processes and activities, i.e. direction, motivation, communication, coordination (Rapp, Gilson, Mathieu, & Rudy, 2016). It also involves supervision of employees and their work and performance (Daft & Marcic, 2016);
- **Controlling** is the final basic management task which helps managers to monitor the organization's progress toward achieving its goals. It is also related to measuring, comparing, finding deviations and correcting them so there is no hindrance on the way to achieving the predetermined goals (see Griffin, 2013).

Additional Management Tasks

As managers perform the basic management tasks, there are also additional tasks they have to complete to be considered effective and efficient. These are: decision making, communication, motivating, coordinating, delegating, and disciplining (Steyn & Steyn, 2006). These are briefly discussed below:

- **Decision making** is supportive of the planning function (Daft & Marcic, 2016) and defined as allocation of scarce resources to achieve goals (Sylvie, Wicks, Hollified, Lacy, & Sohn, 2009);
- **Communication** refers to "the process by which information is exchanged and understood by two or more people, usually with the intent to motivate or influence behavior" (Daft, Kendrick, & Vershinina, 2010, p. 647). Communication in the current context therefore translates into managers' ability to persuade colleagues, listen to their concern, and initiate dialogues (Cooren, Kuhn, Cornelissen, & Clark, 2011);
- **Motivating** falls under the realm of leading and in its simplest form means to create willingness among employees to perform to the best of their abilities (Jones & George, 2015);
- **Coordinating** is defined as the unification and integration of all available efforts of different group members so the organization can advance toward achieving a common goal (Toubiana, Oliver, & Bradshaw, 2016). Management in an

organization seeks to coordinate resources through planning, organizing, directing and controlling. Hence coordinating is not a separate task, but an additional hybrid task that complements multiple basic functions (see Child, 2015);

- **Delegating**, as per Jones and George (2015) is associated with leading. It means assigning responsibility and authority to someone to complete a clearly defined task. Management scholars consider this task important because it develops efficiency and helps in employees' development process (Child, 2015); and
- **Disciplining** serves as an additional task of control as a basic management task. It refers to the process of managers employing punitive measures to correct human actions (Child, 2015). It is to some extent based on the scientific approach of management and can be manifested in different ways such as penalty and dismissal from work (Daft & Marcic, 2016).

To achieve the above-mentioned tasks, managers need to possess and successfully implement specific managerial competencies (Palacios-Marqués, Popa, Alguacil, & Mari, 2016). The managerial competencies that have surfaced the general management literature are briefly discussed below.

Managerial Competencies Based in General Management Theory

General management theory suggests that good managers have mastered the following six managerial competencies in order to effectively and efficiently perform

their duties (Bhardwaj, 2016; Boateng, Yamoah, Amponsah, & Akaffo 2016; Hawi, Alkhodary, & Hashem, 2015; Muzzi, & Albertini, 2015; Steyn, 2010; Steyn & Steyn, 2006, Steyn, 2006). The competencies are:

- **Communication** is important because managers work as a liaison between owners and employees, different stakeholders of the organizations, and among themselves so the organization can work toward achieving a common goal (Simcic Brønn, 2014). Heathfield (2014) suggests that communication is the key when managers want to manage in a changing environment as it equips them to effectively and efficiently work through both internal and external resistance in an organization. Media managers, as Lowe and Brown (2016) suggest must be able to communicate effectively in many different ways, including written text, public speaking, making presentation, and interpersonal interaction. Traditionally speaking, newsrooms have not been known for their effective communication abilities (see Boyles, 2016);
- **Planning and administration** enables a manager to choose not only which tasks need to be done, but also selecting measures through which to conduct those tasks successfully (see Steyn, 2006). Managers need to be effective planners to cope with the changes in the business world (Jones & George, 2015). Planning skills allow managers to look ahead and achieve goals in an increasingly stressful environment, especially when there is change involved in almost every aspect of the management and external environment (Pugh, 2016).

Planning in management, as Bhardwaj (2016) suggests, bridges the gap between where a business stands and where it wants to go;

- **Strategic action** gives managers an understanding of both the micro and macro environment in which their businesses operate (Lussier & Hendon, 2014). This skill gives managers the ability to allocate the focus to the most crucial opportunities for the business, based on their knowledge and experience (Shepherd, Mcmullen, & Ocasio, 2017). The same authors suggest that strategic action is connected to managing in a changing environment as it can help managers exploit new opportunities. Owners and managers of media firms constantly look for new opportunities that would provide them with competitive advantages over their competition. To achieve this goal, media managers need to formulate their strategies based on the analysis of their present and future goals, as the external reality in which media organizations operate becomes more and more uncertain (see Oliver, 2016);
- **Teamwork** is defined as co-operation between a group of people who work together to achieve a common purpose (Warrick, 2016). Bhardwaj (2016) states that teamwork can significantly improve performance, increase efficiency, boost loyalty and values, and encourage innovative thinking. Managers of creative media production who work in a new multi-platform media environment are largely dependent on successful execution of a team's work. The media industry has been going through a digital transformation worldwide and management in this industry needs skills to manage these changes from a more collaborative,

teamwork approach. They therefore need to develop teamwork skills and competencies and create new media products and practices to sustain their organizations through the transformation (see Malmelin & Virta, 2016). Hollified, LeBlanc, Sylvie and Lowery (2015) state that collaboration and teamwork are key when managing innovation in the media industry. Since the Bangladeshi media industry is going through a swift change as a result of digitalization and emergence of new media outlets, it is important that Bangladeshi media managers will need great teams to manage professionals with diverse creative talents (see Rahman & Riaz, 2016);

- **Global awareness** refers to the skill that can enable managers to learn about the influencing factors and issues on a global level so they can utilize that knowledge for the purpose of increasing the efficiency of the organization (Whetten & Cameron, 2015). In a changing business environment, where cross-border activities are increasing, it is a crucial skill through which managers must navigate cultural and external environmental changes (Steyn & Steyn, 2006; Botes & Henrico, 2016). Jordan-Maier (2016) mentions the importance of global awareness in managing crises in the new media environment. Since boundaries on almost every level are slowly disappearing and media operate in a social and global sphere, it is important for media managers in any country to have global awareness so they can operate efficiently to make an impact in their organizations and societies at large. Since the social media revolution in Bangladesh (see Rahman, 2016), the Bangladeshi media audience is more aware

of global affairs. Media managers therefore need to be aware of the world outside and also about the media industries outside so they can cater to the needs of the audience and equip themselves and their society given the changing environment (see Ghosh, 2016); and

- **Self-management:** "Management of self is critical" (Herrick, 2012, p. 101) for managers. Besides developing their peers' and employees' professional lives, managers are also required to developed their own private and professional lives (Bhardwaj, 2016). Self- management has also been associated with innovation and leading change in an environment that faces innovative challenges (Sanchez, Benites, & Pasache, 2017). As chapters 2 and 3 point out, the media industry worldwide is going through changes due to changes in the external economic, political, social, cultural and technological environments. To successfully navigate their media organizations through these changes, managers need the skills to effectively and efficiently manage their own time, priorities, development, etc. Steyn (2006) suggests that self-management can play a crucial role when managers face increased personal and professional conflicts. It also helps them set an example for their employees who might find it challenging to navigate the changing circumstances in which they have to work. Since the media industry is experiencing a rapid growth in Bangladesh, media managers have to continuously challenge themselves to excel in their jobs and manage their own personal and professional realities so they can manage their organizations and available resources effectively.

Managers all over the world have been assuming more dynamic roles to make an impact in their organizations and manage more effectively and effectively (Oliver, 2016a). Artero and Manfredi (2016) talk about managers adopting the humanistic approach more. Dierksmeier, Amann and Von Kimakowitz (2016) state that the *Humanistic Management Network* has seen an increasing intercultural cooperation in terms of adopting the management style in both Western and non-Western countries of the world. Managers often exert different qualities depending on varying circumstances and changing external environments (Troy, Justin, Jitendra, & Bharat, 2017). A great manager gets to know their employees to "successfully implement problem solving tasks," (Troy et al., 2017, p. 1) embraces problem solving skills, takes critical decision, and increase productivity and efficiency in an organization (see Bolman, 2017).

Summary

This chapter outlined the changes in management approaches over time and pointed out how management as a science has evolved from being seen as more scientific (driven by control) to more humanistic (driven by collaboration). It also outlined briefly the core of management theories X and Y, which set the background for a discussion of the basic and additional management tasks as well as a set of six managerial competencies managers in any industry need to be more effective and efficient in their attempts to reach their organizational goals and objectives.

The next chapter focuses on the theoretical framework of the study, namely the Competing Values Framework (CVF) in the context of the media industry.

Chapter 5: The Theoretical Background of the Study

Chapter 4 discussed how approaches to management have, over the years, changed from scientific, i.e. control-based, to more humanistic, i.e. focused on people and their concerns. It also discussed the basic and additional management tasks as found in general management theories. The chapter then pointed out six managerial competencies all managers need to be effective and efficient managers.

Chapter 5 discusses the Competing Values Framework (CVF) as a theoretical framework for this study to outlines how the managerial skills and competencies mentioned in the framework can guide the findings of the study.

Introduction

As the world continues to become increasingly complex, globalized, and specialized, businesses have no choice but to operate in a more dynamic and competitive market (Huhtala, Vaniala, & Tikkanen, 2016; Kew & Stredwick, 2017). The increased complexity and challenges in the global context demand more from leaders and/or managers, i.e. those in decision-making positions in organizations. Business success is becoming increasingly dependent on the qualities and professionalism of managers (Li, 2017) Academics and practitioners continue to produce literature suggesting that effective managerial leadership requires more skills (see Sturm et al., 2017; Bolman & Deal, 2017; Van Wart, & Dicke, 2016). Strum et al.,

(2017) suggest that people in managerial or decision-making positions "are thus expected to be able to develop the capacity to lead effectively across multiple levels, such as self, others and organization, by fulfilling numerous roles and responsibilities" (p. 349).

To meet these challenges, "scholars have been developing different approaches embracing multiple and often competing values and perspectives" (Lindquist & Marcy, 2016, p. 168) on different phenomena such as reframing organizational culture, identifying managerial skills and competencies, etc. (see Cameron & Quinn, 2011).

One such framework is the Competing Values Framework (CVF) developed by Quinn (1984). Literature states that this framework "arguably has the most variegated approach, encompassing leadership, organizational culture, and strategy" (Lindquist & Marcy, 2016; p. 168). Riggs and Hughey (2011) point out that this competency model can be a useful tool for identifying important roles and competencies for people in decision making positions. Cameron and Quinn (2011) use this framework to identify individual management skills and competencies that are crucial for effective and efficient managerial performances.

The first part of this chapter offers the background and description of the framework by providing its origin and development, and the latter part points out its components and describes its relevancy in this research context.

The CVF: A Primer

The development of the CVF can be traced back to the late 1980s and early 1990s when Quinn and his associates worked on developing multiple versions of the framework based on the competing values proposition (Lindquist & Marcy, 2016). Quinn and Rohrbaugh (1983) have developed the framework to a spatial model for analyzing effectiveness in different organizational transformations such as change in organizational culture, organizational leadership, managerial leadership, etc. Quinn, Faerman, Thompson, McGrath and St. Clair (2007) delineate the importance of the framework to identify managerial competencies, while Cameron and Quinn (2011) used it to diagnose and change organizational culture. Keeping the central insight (the competing values), many versions of this framework have surfaced with different levels of analysis mostly used for "private sector audiences and purposes" (Lindquist & Marcy, 2016, p. 169).

The Elements of the CVF

The CVF has emerged from numerous theoretical and empirical studies conducted by Robert Quinn during the early and mid 1980s (see Quinn & Cameron, 1988). Faerman, Quinn and Thompson (1987) say that at first this framework was used to develop different models for organizational effectiveness that organize some contradictory values in terms of organizational performances around three axes or value dimensions:

- The first dimension delineates the "difference between the organizational performance for structure and represents the contrast between stability and control and flexibility and change" (Faerman et al., 1987, p. 311);
- The second dimension differentiates between and internal focus and an external focus namely the maintenance of the sociotechnical systems versus the overall position of the organization in a larger system. (see Quinn, 1988);
- The third dimension is a difference "between a temporal focus and represents the contrast between means and ends and processes and outcomes" (Faerman et al., 1987, p. 311). It is important to mention here that as per the framework, the values at the opposite end of a dimension are not necessarily negatively correlated. Rather, they demonstrate perceptual differences (Quinn, 1988).

Later studies have found the above-mentioned dimension to study effective leadership. The interest primarily came from the fact that usually management is filled with contradiction and paradoxes and therefore managers cannot always rationally address issues and challenges or follow one single pattern of managing (Denison, Hooijberg, & Quinn, 1995). Diagnosing the competing values, Quinn (1988) noticed numerous organizational values, as Lindquist and Marcy (2016) point out:

> Stability, control, planning, goal-setting, efficiency, productivity, growth, acquiring resources, securing external support, readiness, adaptability, fostering cohesion, increasing morale, staff development, good communication, and good information management, with strategies

> such as centralization, decentralization, increasing competition, mainlining the existing system, goal maximization, continuity, consolidation, integration and differentiation as larger goals. (p. 169)

The idea of an expert manager, per Quinn (1988), is based on the premise that the manager is an individual who can successfully recognize and appreciate the convexity of the mentioned values and understand the extent to which these values should be addressed in a particular context. Quin (1988) also reflected on the managerial leadership in a transformative time marked by evolution, stabilization, and developing new routines in response to new challenges and uncertainties. This is usually followed by reframing the organization and reorganizing management and leadership skills. Lindquist and Marcy (2016) suggest that going through the cycle of change proposed by Quinn, the leaders may develop a sense of the necessary and most relevant managerial competencies their organization needs under certain circumstances. Quinn (1988) integrates these elements of change and managerial leadership in the CVF framework model discussed below.

The CVF Model

Quinn (1988) distilled the above-mentioned values and placed them in a framework with two dimensions, resulting in four quadrants; human relations, internal control, rational goal, and open system (see figure 3). The four quadrants denote four dominant management approaches with two management roles associated with each of

those theories (Riggs & Hughey, 2011). The relationship between the four management theories and eight management roles are presented using two axes. The vertical axe represents the range from flexibility to control and the horizontal axis represents the range from internal organization focus to external organization focus (see figure 3). Quinn et al. (2007) suggest that the internal emphasis here denotes the well-being of the individual and the external emphasis focuses on the well-being of the organization. This reflects a contrast between management concepts of stability and control and flexibility and change. The eight managerial roles in the four quadrants are then associated with three managerial competencies, resulting in a total of 24 competencies (see figure 3).

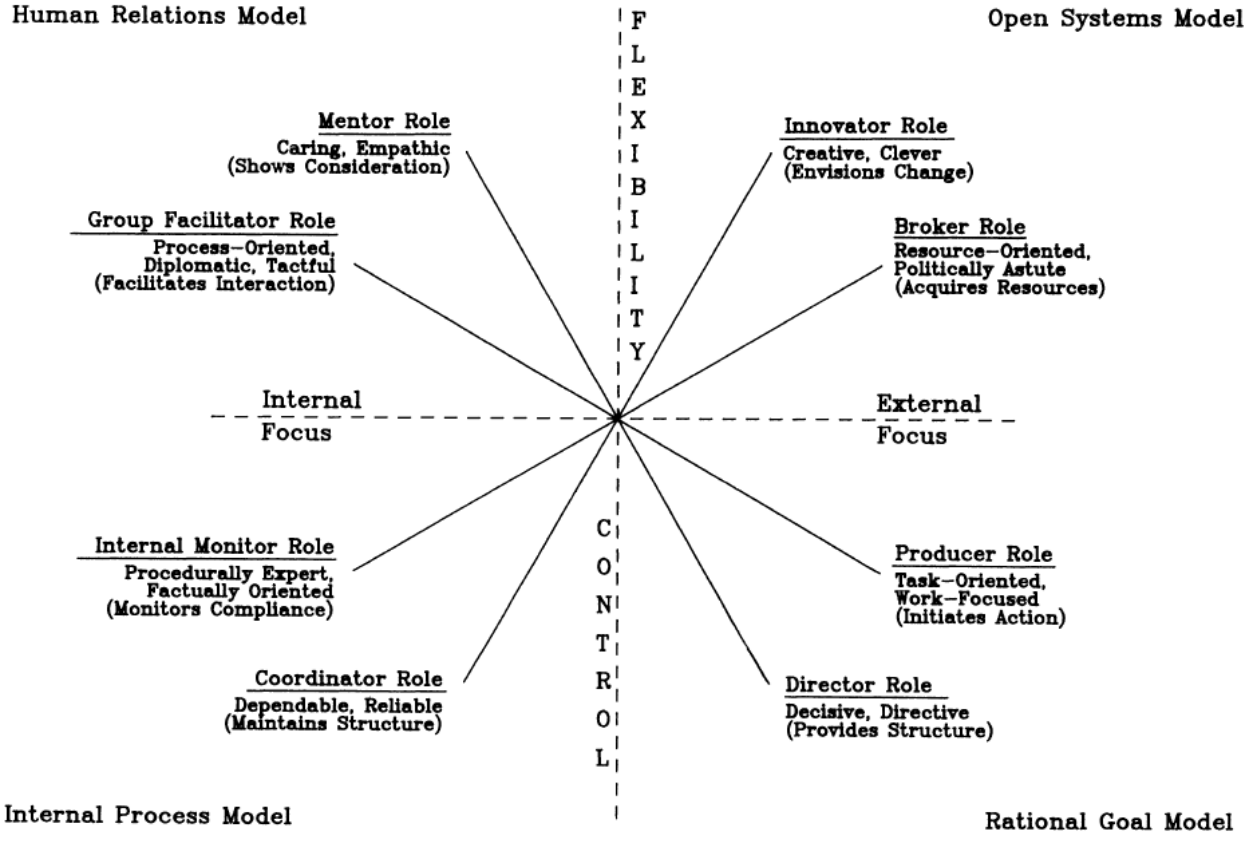


Figure 3: A Competing Values Framework of Management Behavior (see Quinn, 1988, p. 51).

The CVF organizes the managerial roles from a "perceptual perspective" (Faerman et al, 1987, p. 312). Faerman et al. (1987) suggest that the CVF model (see above) does not necessarily delineate the empirical relationship among the variables. Rather, it describes the implicit expectations for managerial roles that are often competing in nature. The four quadrants are briefly described below:

- **The Human Relations Model** appears on the upper left quadrant and is defined by flexibility and internal focus. Performance criteria in this quadrant are based on interpersonal relations, and two managerial roles in this quadrant are group facilitator and mentor (see Figure. 1). The group facilitator is "expected to foster collective efforts, to build cohesion and teamwork, and to manage conflict" (Faerman et al., 1987, p. 312). The mentor is responsible for being open and approachable and someone who can develop subordinates with care and empathy (Lindquist & Marcy, 2016)
- **The Open System Model** is defined by flexibility and external focus (see Figure 1). Performance criteria in this space are associated with "boundary spanning activities" (Faerman et al.,1987, p. 312) such as envisioning change, having a clear vision of the future, exercising innovativeness and so forth. The two managerial roles in this quadrant are innovator and broker. The role of innovator is associated with adopting with uncertainties by monitoring external

influences and facilitating change. The broker assumes the role of the liaison with the outside world and controls resources (see Lindquist & Marcy, 2016);

- **The Rational Goal Model** is associated with the emphasis on control and external focus (see Figure. 1). Performance criteria in this quadrant have been recognized as directing activities (Faerman et al., 1987). The two roles embedded in this quadrant are producer and director. While the producer is a role that exhibits a strong focus to work, high motivation and personal drive, the role of leader is manifested by initiation, increased productivity and accomplishment of goals (Faerman et al., 1987; Lindquist & Marcy, 2016). A manager in this quadrant is expected to set goals, plan, provide structure, define roles and job descriptions and evaluate performances of the employees (Riggs & Hughey, 2011); and
- **The Internal Process Model**, defined by control and internal focus (see figure 3). Performance criteria in this space are those associated with coordinating activities (Faerman et al., 1987). The two managerial roles are coordinator and monitor. The coordinator is expected to perform scheduling, organizing and coordinating to keep a smooth flow and steady structure and the monitor is expected to manage information to answer any queries about the unit's work. The managers in this quadrant are well-informed about policies and they are also well aware of the unit's progress (see Faerman et al., 1987, Cameron & Quinn, 2011).

Based on these values and roles mentioned above, Cameron and Quinn (2011) proposed 12 competency categories divided under four critical sets of skills (see figure 4) they found in the most effective organizations (see Whetten & Cameron, 2015; Cameron & Quinn, 2011). The skills, mostly applicable to midlevel and upper-level managers, summarize many crucially important managerial competencies, although they are not considered comprehensive (Cameron & Quinn, 2011). The 12 competency categories divided into four sets of skills are as depicted in Figure 4 and discussed below (see Cameron and Quinn, 2011):

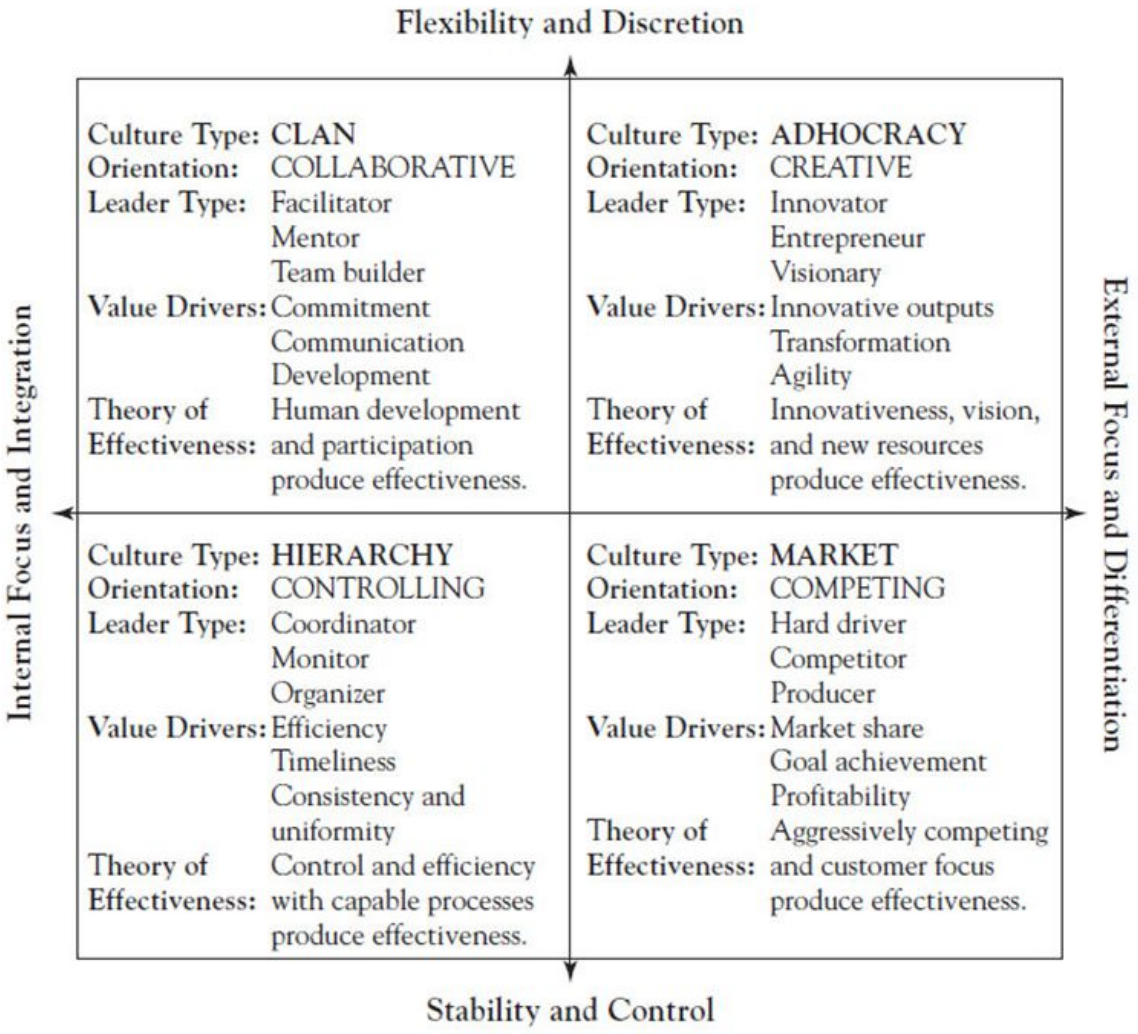


Figure 4: Critical Managerial Competencies Based on the CFV (adapted from Cameron & Quinn, 2011, p. 139).

Clan Skills

Corresponding to the human relations quadrant (see figure 3), this set of skills represents managerial skills associated with being a facilitator and mentor. It portrays "informal organization, encouraging a supportive workplace, realizing potential and

commitment of staff, and fostering teams" (Lindquist & Marcy, 2016, p. 171). The managerial competencies based on this skill are discussed below with media specific examples:

- **Managing teams:** It is important that managers facilitate teamwork to ensure smooth functioning, making sure teamwork is consistent, effective, and high functioning. The management of creative and journalistic work in a media organization requires special attention to effectively and efficiently manage teams (Lowe & Brown, 2016). Malmelin and Virta (2015), while studying a team of development journalists at one of Europe's largest media corporations, found this competency crucial as they say these skill is important especially in media industries going through digital transformation;
- **Managing interpersonal relationships,** focusing on facilitating interpersonal relationships by providing feedback, listening, and solving interpersonal problems. Hollified et al. (2015) suggest that media products are always affected by the mental state and satisfaction of its creator. They also mention the dimension of "power distance" (p. 117) that might be in place if there is lack of interpersonal relationships between managers and the people they manage;
- **Managing the development of others** and helping team members expand their competencies, avail them with personal development opportunities and obtain personal development opportunities. Dal Zotto and Kranenberg (2008) suggest that, in the media industry, it is imperative that managers have this competency, as the media industry is highly dependent on innovation.

Adhocracy Skills

This is an important set of skills in the media industry given that the industry worldwide is changing at a rapid pace, as Lindquist and Marcy (2016) suggest that these skills correspond with shifting external realties. Managers with these skills can introduce new ways of thinking to the organization, embrace change, and are equipped with networking skills (Lindquist & Marcy, 2016). The managerial competencies based on this skill are discussed below with media specific examples:

- **Managing innovation:** Encouraging individual teammates to innovate, expand alternatives, inspire to be more creative and facilitate the generation of new ideas. One of the most prominent cases in managing innovation in the media industry is the former BBC Director General Greg Dyke's attempt to turn the corporation into "the most creative organization in the world" (Lowe & Brown, 2016). Dyke involved the TV producers with practitioners, introduced an open and inclusive culture, and introduced "everyday creativity" in the organization to achieve this goal (see Lowe & Brown, 2016);
- **Managing the future:** Communicating a clear and precise vision of the future and working toward accomplishing it. Küng (2008) suggests that vision plays an important role in creativity and managing creativity. She also advocates for collaborative vision in the media industry to achieve fundamental goals such as serving the audience and sustaining the business challenges;

- **Managing continuous improvement:** Creating an environment for continuous improvement, being flexible and fostering productive changes among individuals in their work life. Davis, Vladica, and Berkowitz (2008) studied managerial capabilities of Canadian independent television producers to find that organization-related improvement in human relations is critical for organizational success.

Market Skills

Corresponding to the firm or rational-goal quadrant, this set of skills is associated with profit maximization and cost minimization (Lindquist & Marcy, 2016). Managers equipped with these skills highly focus on employees' performance; provide direction for higher productivity and efficient implementation.

- **Managing competitiveness:** In managing competitiveness, managers need to create and foster an environment where competitive capabilities are nurtured, as well as create aggressive strategies through which to outperform competitors' success. Jeffcutt and Pratt (2012) talk about managing competitiveness in creative and service-oriented industries (including the media industry) and suggest this skill is crucial because it fosters innovation;
- **Energizing employees:** Motivating employees to be more proactive, and inspiring them to put forth extra effort and vigorous work. Royr and Chaturvedi (2011) conducted an exploratory study among print media employees in India

and found that they identified this as one of the most valued managerial skills among their superiors;

- **Managing customer service**: Fostering an orientation toward serving customers, meeting their expectations and creating engagement among and with them. Media, being a service-oriented industry, should pay close attention to customer service and customer engagement in efforts to be successful from a business perspective (Footen & Faust, 2012).

Hierarchy Skills

Hierarchy skills adhere to the values of formal organization, bureaucracy and some monitoring in an organization (Lindquist & Marcy, 2016). Managers who like to implement these skills feel comfortable with documenting, measuring, managing information, and monitoring the overall process of work in the organization.

- **Managing acculturation:** Assisting individuals to become clearer about what is expected of them, what the standards and culture of the organization are, and how the employees can best fit into the environment are core elements of this set of skills. Albarran and Moellinger (2017) highlighted the importance of managers being able to successfully manage both the organizational culture and innovation in the media industry;
- **Managing the control system in the organization** by controlling organizational performance and monitoring the system. Albarran (2013)

reinforces the importance of control, especially in an environment where managers have to increasingly liaise with the parent company from a geographically remote location;

- **Managing coordination** both within the organization as well as with the external units and other managers by sharing information across physical and other boundaries. Gershon (2009) suggests that media managers spend at least 80% of their time communicating (externally and internally) and coordinating with others.

Changing external realities (political, economic, socio-cultural, and technological) have created an array of opportunities media organizations can capitalize on. At the same time, it has also created a stressful environment for media managers in which they have to perform more efficiently and have less room for mistakes (Szybist & Splitter, 2017).

In the face of escalated competition and continual change, effective managerial leadership is more crucial for any organizational to be successful (Jacques, 2017; Bolman & Deal, 2017; Mangusen & Perrewé, 2016).

This study has as its foundation the premise that in a turbulent and ever-changing environment, managers exhibit certain skills and competencies that help them effectively and efficiently perform to help organizations achieve their goals and objectives. The CVF proposes such managerial skills that are imperative for managers to achieve the above. Literature suggests that the CVF has the potential to bridge the

gap between the theory and practice in terms of managerial roles and competencies (Faerman et al., 1987), to facilitate understanding of managers' roles (DiPadova & Faerman, 1993), to diagnose strategic managerial roles through which to accommodate change (Lindquist & Marcy, 2016). Other scholars have identified a variety of managerial skills applicable to media managers. As such, Herrick (2012) suggested management of cash flow, management of people, and management of time. Sohn, Wicks, Lacy, and Sylvie (1999) mention teamwork as the most crucial skill for media managers. However, the CVF unifies a list of skills, making the competencies more comprehensive. Moreover, the CVF, as Lindquist and Marcy (2016) express, emphasizes the extent to which managerial leadership might be congruent with the changing external realities.

Based on the literature, this study applies the CVF framework to identify the extent to which the managerial roles and competencies are prevalent in the media industry of Bangladesh which is going through a swift and ongoing transformation (see chapter 3). The researcher used the managerial competencies as existing themes through which to analyze the data.

Summary

Although the CVF has been utilized in different industries such as nursing, hospitality and culinary, and other service-based industries (Riggs & Hugghey, 2011), it has not been applied to its full potential in research on the media industry. Similarly, a scarcity of academic literature on the Bangladeshi media industry and managerial

competencies makes this the ideal framework to use and add a new dimension to this topic.

This chapter discussed the theoretical framework of the study, namely CVF developed by Quinn (1984). The 12 managerial competencies arranged in four sets of skills served as the starting point of finding themes that guided the researcher to answer the research questions.

The next chapter focuses on the research methodology that underpins this study to establish the structure against which the research results are discussed.

Chapter 6: Research Methodology

Chapter 5 elaborated on the Competing Values Framework (CVF) developed by Quinn (1984) and which serves as the theoretical background for this study. It discussed the origin elements of the framework, the competing value propositions, and the sets of skills and competencies relevant for managers in a changing environment, *albeit* the media or elsewhere. The chapter also highlighted the relevancy of applying the CVF as the theoretical framework for this study.

This chapter outlines and discusses the research methodology relevant to this study.

Research Questions

Given the changing external realities that have also affected Bangladesh and the media industry in that country, people in managerial positions need to think about management from different perspectives. The fast-paced and more dynamic business environment and changing management approaches also require managers to adapt to new managerial skills and competencies.

Against this background, this study sought to answer the following research questions:

- RQ1: How do Bangladeshi media managers in traditional media organizations navigate the changing external realities to successfully optimize the impact of their media organization in a changing 21st century Bangladeshi society?
- RQ2: How do Bangladeshi media managers in innovative media organizations navigate the changing external realities to successfully optimize the impact of their media organization in a changing 21st century Bangladeshi society?
- RQ3: How are these approaches to management similar or different between traditional media organizations and their innovative counterparts?

Research Design

This research, due to its exploratory nature, dealt with *how* questions, which by fundamental principle indicate a qualitative method (Lindlof & Taylor, 2011; Patton, 2005). Albarran, Chan-Olmsted and Wirth (2006) emphasize the importance of a qualitative research design when studying "organizational-level phenomenon and small number of cases" (p. 574). Qualitative research design is especially effective for research where the goal is to generate detailed, categorical, and specific finding as opposed to findings that can be generalized (Lindlof & Taylor, 2011).

A case study is appropriate in a research setting when it aims to address questions pertaining to discovering characteristics of a group of individuals (Algozzine & Hancock, 2016). Yin (2011) suggests that a case study method embraces a full set of procedures that includes collecting and analyzing data, and then presenting the research results. Creswell and Poth (2017) state that a case study is known for its holistic

approach since it seeks to examine not only the complex system itself but also how social interactions within that system are conducted and how beliefs and decisions are formed within a web of social interaction.

This research aims to find the skills that media managers in Bangladesh are employing to cope with the changing external realities, an approach that fits Algozzine and Hancock's (2016) definition of a case study. The study also fits Creswell and Poth's (2017) description, as it looks at the decision or belief system of media managers who are operating in a complex changing environment. Yin (2014) suggests that a case study is appropriate when the researcher is looking for an in-depth investigation into a specific and multifaceted phenomenon, usually referred to as case, set within the real-life context.

Research Population and Sample

The research population for this study was a group of international adults who are in decision making/managerial positions in different private media organizations in Bangladesh (N=10). All participants in this research belong to the age range of 20-60 years old and are either mid-level or upper level managers in either traditional or new media organizations. Traditional media here refer to the mainstream channels of mass communication such as news organizations, news agencies, radio stations, television channels, etc. (Harder et al., 2017; Olusola et al., 2017) that are based on quasi-monopolistic models of business (Lowe & Brown, 2016). New media organizations refer to the organizations that are expanding and diversifying on Internet-based

platforms. They are usually specialist communication service companies such as advertising agencies, public relations firms, independent content generation companies etc. (see Lowe & Brown, 2016).

The traditional media organizations were represented by a television channel, a daily newspaper, a community radio station, a magazine publishing house, and a news agency. The new media organizations were represented by a digital content development agency, a public relations agency that focuses on online content marketing, a digital advertising agency, a digital media production company, and a digital media and film production company. Since the study is exploratory in nature, the researcher on purpose ensured different representations to obtain information from different areas of both traditional and new media.

The sampling for this study was purposive in nature as the research questions required insights from the managers in traditional and new media organizations in Bangladesh. The purposive sampling technique, also known as judgment sampling, "is the deliberate choice of a participant due to the qualities the participant possesses" (Etikan, Musa, & Akassim, 2015, p. 2). Robinson (2014) advises that purposive sampling techniques involve an iterative process of selecting research subjects rather than utilizing a predominant sampling frame. Robinson (2014) further suggests that "purposive sampling design is a sampling design that is not intended to offer a representative sample but rather to hone in on particular phenomena and/or process." (p. 5243). Schutt (2011) suggests that each sampling element should represent a unique position relative to the research context in a qualitative study.

Rubin and Rubin (2001) developed guidelines for selecting purposive samples. They mention that purposive sampling for the purpose of interviewing should exhibit the following characteristics: (1) knowledge about the cultural area or present situation being studied, (2) willingness to talk in depth, and (3) being able to cover a range of points of view. Purposive sampling, used in qualitative research is usually used to "identify and select the information-rich cases for the most proper utilization of available resources" (Etikan et al., 2015, p. 2). Along these lines, the researcher selected respondents who would be able to provide valuable insights into the research questions under discussion.

The researcher was aware that purposive sampling is a nonrandom technique that does not necessarily need an underlying theory or a set number of participants (Etikan et al., 2015). Therefore, the sample population in this research did not have an equal chance to participate in the study (Robinson, 2014) posing the limitations of generalizability. Although the research sampling technique comes with limitations, the researcher believes that this technique was appropriate in this study context to help deepen the understanding of an issue that has not been covered extensively in existing literature (see Lindlof & Taylor, 2011).

Based on this sample, respondents for this research were:

Traditional Media Managers

- Managers (male), from a national, privately-owned TV station.
- Manager (male), from a national, privately-owned magazine publishing house.
- Assistant Manager (male), from a national, privately-owned daily newspaper.
- Manager (female) from a community radio station.
- Manager (female) from a national, privately-owned news agency.

New Media Managers

- Manager (male) from a privately-owned digital news and media production company working internationally.
- Manager (male) from a privately owned digital advertising company working internationally.
- Manager (male) from a privately-owned public relations/ digital news firm working locally and mostly with non-profit organizations.
- Manager (male) from a privately-owned digital media agency working internationally.
- Manager (male) from a privately owned film and media production company working internationally.

Data Collection

The data collection method for this research was semi-structured, in-depth interviews. Ritchie, Lewis, Nicholls, and Ormston (2013) suggested that in-depth interviews, often referred to as semi-structured interviews, are one of the most common methods of collecting data in qualitative research. The questions were open-ended to encourage respondents to provide "spontaneous descriptions and narratives" (Brinkman, 2014, p. 1008). The in-depth interviews, often designed as conversations, do not bear strict resemblance to the normal day-to-day conversation. Rather it is termed as a conversation with a purpose (Ritchi et al., 2013).

The semi-structured format provides the researcher with flexibility, making it a powerful tool to capture the meaning of the interviewee's experience (Rabionet, 2011). Semi-structured interviews avail the researcher the opportunity to make sure the differences in the answers of the interviewees are due to the differences among the respondents and not because of how the interview framework was designed (Creswell & Poth, 2017; Lindlof & Taylor, 2011).

The research was conducted in Summer 2017 after obtaining approval from the Institutional Review Board (IRB) at the University of Oklahoma. The researcher conducted the interviews between June 27, 2017 and July 26, 2017. Because the respondents for the research were in a different geographical location than the researcher, the interviews were conducted on Skype. Prior to the interviews, the researcher sent emails to the potential interviewees in which she highlighted the purpose, brief description, and the risk/benefits of the study to the potential participants,

along with a consent form. The researcher recorded the interviews in an audio file format using a software named Piezo and stored it in a password protected Google Drive.

Interview Framework

The researcher developed the interview framework while keeping the overall research questions in mind, along with pre-existing knowledge she gained from working in the media industry in Bangladesh. After reading a variety of books and articles for the literature review, the researcher started to form broad areas of inquiry from the literature. These areas of inquiry focused specifically on the changing media scenario internationally and specifically in Bangladesh and the competencies media managers need to effectively and efficiently navigate these changes. The focus went from broad areas of interest to narrow and more personal aspects to identify how the managers individually cope with the changing media industry landscape in Bangladesh.

The interview framework consists of five broad, open-ended questions accompanied by several probing questions. These are briefly described below:

- The first question focused on the respondent's organization to find insights into the nature, unique characteristics/differentiating factors, size, duration of operation, motivation, and societal impact of the media organization. This question and sub-questions helped the researcher ask questions about particular aspects mentioned by the interviewee and were often anecdotal in nature;

- The second broad question urged respondents to talk about themselves as media managers, i.e. someone in a decision-making position in a media organization in Bangladesh. This question enfolded the queries about the managers' personal attributes, e.g. the strengths and weaknesses, their unique characteristics, length of experience as a manager, and motivation. The managers were also asked to share their biggest challenges pertaining to either personal attributes and/or changing media realities in this section of the interview;
- The third broad question looked for more insight into the changing external realities in which media organizations operate. The goal was to collect more insight about the changing realities that affected the media industry in Bangladesh from the managerial perspectives. It was also to detect whether there was any perception gap between the researcher and the media manager when it came to the existing literature and practices in the industry. The researcher probed interviewees to describe the current media environment in Bangladesh, their organizations' day-to-day struggle and/or opportunities in the media industry their organizations get to enjoy. The researcher also asked them to discuss the advantages the media industry gets to enjoy, disadvantages pertaining to the change, timeline of the change, how the changes have affected and are affecting their role as managers, and the implications of these changes on the Bangladeshi society;
- The fourth set of questions asked managers about their current practices in terms of managing the changing media landscape affected by political, socio-cultural,

economic and technological changes. These questions emphasized the strain and rewards that comes along with change, the roles managers play as they guide their organizations through these changes. This set of questions is central to the research as it inquires about the current strategies Bangladeshi media managers employ to cope with the changes in their media and other environments;

- The fifth question asked managers' opinion on adapting strategies that will help their organizations maximize their impact in the Bangladeshi media industry. This question was accompanied by probing questions that investigated managers' perceptions of ideal managerial roles given changing external realities. The probing questions asked respondents to express their view on managerial roles in changing the current organizational culture, in modifying restrictions such as government policies, the kinds of human resources media organizations should look for, the areas in their media organizations that, in their minds, need the most attention, and the roles media managers or people in decision making positions in media should assume. This question is important in terms of providing direction for future research (an element that is usually an important by-product of an exploratory study) (Hoeber, Hoeber, Snelgrove, & Wood, 2017).

The interview framework is attached as Appendix A to this thesis.

Data Analysis

Data analysis for this study was qualitative in nature. The researcher started transcription immediately after completing the Skype interviews. She transcribed the audio files through the trial version of a software platform called Transcribe (https://transcribe.wreally.com/app). This helped her to adjust the speed of the audio file while transcribing. After rendering the transcriptions, the researcher formed a case record, which then assisted in organizing the data in a manageable resource package (Patton, 2002).

Qualitative analysis often requires researchers to make sense of a rather elaborate set of data and they usually achieve this task by reducing the amount of raw data they collected initially, sorting the trivial information from the significant, and identifying patterns among the significant information (Patton, 2002). Lindlof and Taylor (2011) suggest that in a qualitative data analysis, "a qualitative researcher should make progress in three fronts: data management, data reduction, and conceptual development" (p. 243).

From this case record mentioned above, the researcher searched for themes in the data that answered the research questions. The case record helped in the process of data management. She conducted data reduction, which translates into "prioritizing data according to emerging schemes of interpretation" (Lindlof & Taylor, 2011, p. 243) through highlighting and color-coding and organizing data into categories. Finally, data analysis served the goal of answering the research questions which, to Lindlof and Taylor (2011), has the potential for "conceptual development" (p. 243). This process

required the researcher to become very familiar with the data, and read through or listen to it repeatedly (Patton, 2002). While conducting the data analysis the researcher used the 12 managerial competencies derived from Cameron and Quinn (2011) (see chapter 5) as starting categories, but also looked for other relevant categories that would surface from the data.

At the initial stage of data analysis, the researcher was primarily concerned with the "what" and "how" questions that would eventually lead to the answers of the researcher questions for this study: "what is happening, what are people doing, and what does that mean to them…how are the realities of everyday life accomplished?" (Gubrium & Holstein, 1997, p. 14-15). Starting data analysis with a focus on the "what" and the "how" is the first step of a researcher striding through the immense pages of transcriptions. Warren and Karner (2010) suggest that the mentioned tactics help researchers arrive at the starting point of writing a thorough representation of participants' voices related to the research.

After categorizing the data into patterns, the researcher started fine-tuning patterns into themes that are most useful to answer the research questions. Once she had established themes, she began coding data into themes, using both open and focused coding (see Wilderman, Nasrin, & Davis, 2017).

Summary

This study used the qualitative method as its research methodology since the research questions sought to study "how" questions. In terms of the research method,

the qualitative case study allowed the researcher to study the subjects and the phenomena within the context. The population for this study was media managers from traditional and new media organizations in Bangladesh. The data collection method was semi-structured Skype interviews that left room for themes to emerge and theory to potentially development. After completion of the interviews, the researcher manually transcribed and coded the data with an open coding method, keeping the CVF in mind.

The next chapter discusses the research results obtained through these methods.

Chapter 7: Research Results

Chapter 6 outlined the research methodology for the study. It discussed the research design, research population and sample, data collection, and data analysis.

This chapter describes the research results obtained from this study, both in terms of general findings and the findings that helped answer the research questions.

Participants' Demographic Profile

Among the 10 respondents, eight (80%) were male and two (20%) were female. Nine of the participants are based in Dhaka, the capital metropolitan of Bangladesh, whereas the remaining respondent is from another metropolitan city in the country. The participants ranged in age from 20 to 60 years old, majority (60%) fell in the 20-40 years' category and the rest (40%) fell in the 40-60 years' category.

Participants' Managerial Profile

As mentioned in the previous chapter, 50% of the respondents hold managerial positions in a traditional media organization, and the other 50% assume a managerial or decision-making position in a new media organization in Bangladesh. In terms of their managerial experience, the distribution is as follows:

Range of years in managerial position	Percentage of participants
2-5 years	30%
5-10 years	40%
10-15 years	20%
15-16 years	10%

Table 1: Participants' Managerial Profile

Traditional Media Managers' Perception on the Changing External Realities in Bangladesh

To set up the context of the research questions, respondents were asked (see the interview framework in chapter 6) to describe their views on the changing media landscape of Bangladesh. All five of the respondents reported that the media environment in Bangladesh is vibrant with an increasing number of satellite television channels, commercial radio stations, online newspapers, and digital media companies. Talking about the mainstream media, three among the five respondents mentioned that the mainstream media organizations are "slightly polarized." TV channels, daily newspapers, commercial radio etc. are largely owned by political parties or leaning toward particular political views. Three respondents suggested that the current media environment, at least in case of legacy media, is dominated by the investors who are known as established businessmen in Bangladesh. The same respondents stated that, as a result, these owners often use the mainstream media to display power and promote the interests of these businessmen and businesses. They also use the media to build their public images, as one of the media managers mentioned, "The media environment is a

power environment, if you have a media, you have a sticker for your TV or radio on your car. It can give you some extra benefits on the roads, some police officers may not ask you questions so that they aren't baffled by media harassment."

All five respondents indicated that the environment is swiftly changing because of technological advancement and digitalization of media and that the market has become more competitive for the legacy media. The traditional media therefore try to maintain their presence and digitalize so they can reach the desired audience. One of the respondents predicted that by 2020, the electronic media sector in Bangladesh will see a rapid change as the audience will shift their attention from the mainstream TV channels to their smart TVs where they can watch different paid (e.g. Netflix) and non-paid (e.g. YouTube) services. Another participant mentioned the cell phone usage in Bangladesh saying that smartphones have changed the media scenario as most people now use cell phones to acquire news, information, and entertainment. The legacy media in Bangladesh, as per the respondents, have extended their presence on mobile devices so they can compete with other digital online news outlets. However, three respondents held similar views when it came to the editorial standard saying that many digital online news media do not conform to a high editorial standard and therefore they can produce news easily and without citing proper sources. Discussing clickbait and fake news websites, two respondents suggested that the online news services makes it more complicated for the legacy and other efficient digital news media to extend their services to the wider audience.

The respondents also offered crucial information regarding freedom of the press and a free media environment in which democracy can thrive. One respondent termed the current media situation in Bangladesh "very complicated" saying although the constitution ensures freedom of speech, journalists and other people in different media positions have been harassed by being arrested and sent to jail. Nonetheless, a respondent mentioned the government's changing attitude toward media in the country. The manager elaborated that sometimes there are editorial restrictions from the government, and there have been occasions when authorities in media organizations had to explain their activities to the government. As per the manager, the Bangladeshi government is "slowly understanding that the free speech and free media is good for democracy, good for governance, and self-criticism is the best way to get your ballot papers full." Another respondent in this study, however, said there has always been a lack of communication between the media industry and the government and often it is the media's fault for not trying for a fruitful dialogue so that the government can revise the old policies and develop new ones suitable for the media to function freely and effectively.

Respondents gave critical information regarding the abundance of information too. They all mentioned excessive information and to three of them the abundance of information seemed challenging. While talking about revenue, one respondent mentioned that their media organization has had access to fewer advertising dollars because most of the advertisers are focusing on digital media and social media marketing. The respondent also mentioned that it prompted them to venture into the

realm of digital media by generating content for different social and digital platforms. “Everyone is grappling with this reality,” the manager said while discussing the changing nature of advertisers.

All respondents from the legacy media organizations have mentioned human research development as a challenge in the Bangladeshi media industry. One indicated that the media industry must take measures to develop human resources, as it is lacking in the current media reality. Another suggested the lack of monetary incentives to keep young, talented people interested in the media industry as opposed to the reality in the corporate world that offers many more benefits and incentives, luring young talent away from media positions.

Competencies Media Managers in Traditional Media Implement as they Navigate the Changing External Realities

With the CVF framework in mind, open-ended coding (an approach that helped leave room for new themes to emerge from the coding) helped the researcher to obtain the results discussed below.

Eight of the 12 themes from the CVF arose predominantly concerning the competencies traditional media managers use to navigate the changing external realities in the Bangladeshi media landscape. The themes are presented in a table below:

Managerial Competencies (Themes)	Skills
1. Managing the control system 2. Managing the coordination 3. Managing the accumulation	Hierarchy skills
1. Managing competitiveness 2. Energizing employees 3. Managing customer service	Market skills
1. Managing the development of others 2. Managing teams	Clan skills

Table 2: Themes that Represent Eight Managerial Competencies for Traditional Media Managers

Managing the control system

Among the eight themes that emerged from the interviews, one of the most prominent was managing the control system. This theme fits with the hierarchy quadrant of the CVF model. Media managers in traditional media in Bangladesh exhibit the tendency to have a greater control system in place for managing their respective media organizations. They do so through censorship, self-censorship, controlling human resources, following conventional rules, maintaining the editorial standard etc. One respondent said, "…we do have a tendency to work towards censorship, things we should not be doing, but we still do" in order to avoid trouble. The respondent stated self-censorship saying "…this has been a concern for me and my team, why we do this, why we avoid confrontation is a concern…". The respondent went on saying that self-censorship mainly springs from the lack of opportunity when it comes to formulating a sound argument with someone. The same respondent said, "we can argue with somebody with logic but if someone wants to use force, there is no argument with that person, or discussion." Exercising control in terms of staying alert and staying within

the boundaries as a media manager also manifested in the interviews. One respondent said, “I have some boundaries,” while talking about choosing the distribution and dissemination of information. Another said “…there are some barriers and we are in the process of overcoming those and the development has been gradual. We do not want anything happening abruptly, we want it to work smoothly, it must be effective gradually.” The control factor was also exhibited when one of the respondents spoke of discipline in the organization, “…they have to follow certain sort of discipline regarding their office hours and all their work but at the same time I want to give them a creative space so that they can think properly and deliver their quality work.” The respondent also suggested that their leaves and annual appraisals are monitored by certain software to keep managers and higher authorities informed about the whereabouts of the employees. Another respondent mentioned, “my tasks are very scheduled, I maintain a very strong schedule, because I have so many things to do and many things to resolve.” Managing control was paraded through the quality control issues too, as one respondent mentioned, “…we also have considered about the quality of the news, no matter how big or short it is but we have to maintain the authenticity and the quality…” The theme of managing control surfaced as one manager talked about the internal urge in the organization to be stricter with the people they manage, the respondent said the supervisor “always tells me to be a little rude or harsh” while managing employees. Managing control was demonstrated through the need to maintain a strict schedule as a manager said, “journalists should have a time frame and he must be abiding by those

deadlines and after that it doesn't mean that there is a breaking news happening and he just avoids it."

Managing the coordination

Managing the coordination, as per Cameron and Quinn (2011) means "fostering coordination within the organization as well as with external units and managers and sharing information across boundaries" (p. 140). The need to manage the coordination appeared rather frequently in the interview data, pointing toward the necessity of both internal and external coordination. One respondent mentioned the crucial nature of coordination in terms of handling professional "jealousy" and "inferiority complex." The respondent said, "The managers who are working for the organization internally can smell that the online is going to take over in a few years, hence they suffer from inferiority complex" when they deal with people who are in charge of the organization's digital presence/convergence. The disparity between older and younger employees and the gap in their perception is also an important factor that ideally requires internal coordination, as a respondent suggested, "…when you tell them that these are outdated technology then they say that they have been working with that technology for years and it has been primarily a very big challenge for me…but I can see the wind of change." Another respondent mentioned the role of internal communication in the day-to-day life while talking about the deciding editorial matters with his supervisor, "we usually have few exchanges, not heated, but you know few exchanges…I do not confront them but never loud, never yelling or anything like that. I express my opinion

and say it's your call." Another respondent cited their strategies of implementing internal communication in human resource development saying,

> I am lucky that our media house is trying to do organize different training courses starting from top level managers or midlevel managers to regular employees, because having a better communication among the employees, be it from the technological point of view or administrative point of view, or in their day to day activities, is very important.

In another instance, a media manager in a legacy media said they are telling the team "to brush up communication more." The manager suggested, "we are now communicating more every day, every hour and that helped us to garner a good readership and our advertisers are noticing us…"

The application of communication across boundaries was apparent when a participant said, "the government has well understood that if you do not give access of free speech to the media, people will say that you are trying to swallow their rights."

Managing accumulation

Cameron and Quinn (2011) suggest that this competency entails assisting individuals to become absolutely certain about what is expected of them in the specific context of an organization so they can best fit into the setting. Several respondents mentioned utilizing this competency in their day-to-day work, especially when talking

about following editorial standards, quality control of media products, and managing the team. While talking about maintaining the editorial standard, one respondent said, "I constantly tell my teammates that this is trial and error and we are all in the same boat, so your mistake is my mistake and my mistake is yours…" On a separate occasion, a respondent suggested that they manage the accumulation by setting the standard for the team: "future media managers have to be very open-minded, they have to be visionary and they have to work hard and smartly. If they cannot work smart then things are going to get difficult and can even become worse." The managers portrayed accumulation when one of them projected that they always expect a certain standard when looking for future media managers:

> They have to be very much outspoken, they have to be honest in presenting what they want to do and there should not be any sort of shortage of ideas. What they want to tell, they have to tell straight…confidence is the root of all success.

Managing competitiveness

This competency enables managers to foster insistent competitive capabilities in terms of exceeding competitors' performance (Cameron & Quinn, 2011). Respondents suggested that they use this competency to cope with the competitive environments in which they function. One respondent spoke about going "the extra mile" to compete with another media organization. Another talked about the constant need to excel to survive the competition as "other media houses are very critical" toward them. The

manager said that being in mainstream media, the organization has to go through a lot of criticism and competition that it would not have to otherwise. Another respondent said, "…I need to spend maximum time to my workplace or planning my strategies on how to disseminate news to compete my business competitors."

Energizing employees

Motivating and inspiring individuals to achieve their best by working vigorously (Cameron & Quinn, 2011) are at the heart of this managerial competency. Respondents have demonstrated in a few occasions how they use this competency. A respondent spoke about the instances when they motivate their teammates to be a "jack of all trades," saying that "if you are working for a media house, you have to know pretty much everything, not in details but at least in some amount." Other managers brought evidence of motivating and energizing their teammates by urging them to be "proactive instead of reactive," advocating that "dreaming is contagious," having "particular vision to make them understand" and encouraging them to "think faster and work faster."

Managing customer service

"Fostering an orientation toward serving customers, involving them, and exceeding their expectation" (Cameron & Quinn, 2011, p. 140) is what defines this managerial competency. This was also seen in the data collected for this research. Talking about the responsibility of a mainstream media organization, a respondent said, "[the media organization] has the responsibility towards the society that …[ok], we are

for the people, we are going to talk about people's issues." Another respondent said they serve the customers by adding "something special" to the usual offerings. Emphasizing the importance of managing customer service, a manager said, "… it is easy to destroy your reputation in the market but it is a lot difficult to grow them [customers]." While talking about managing media consumers (customers') expectations, one respondent highlighted the importance of human interest stories, "[we] try to get some emotional point of view as our audiences are human beings … so that we can feel that we associate with the people."

Managing the development of others

This managerial competency is designed around helping individuals improve their performance, expand their competencies and obtain personal development opportunities, as per Cameron and Quinn (2011). This theme arose in several occasions in the data analysis process. A respondent said, "I hope to ensure better working environment so that people can work with their satisfaction." Another recommended that media managers "should arrange special trainings for their fellow journalists so they do not face any difficulties in performing their duties while the new changes are coming in the industry." Other agreed that learning is a continuous process and by availing opportunities for their teammates to learn, the media organization can benefit manifold since their teammates are going to utilize those skills to come up with better products. A respondent said they realize the need for development and therefore "arrange international standard trainings" for their teammates. The respondent sounded

rather joyful when they said, “I enjoy having young people around and teaching them how to work and see them flourish.” Another respondent took a different perspective when they said, “I am constantly trying to update myself because the paradigm is shifting very swiftly.” On a similar note another suggested “you have to go through it (the change in technological environment) and you have to learn from your juniors.”

Managing teams

This competency is all about adopting high performance teamwork to be an effective, cohesive and smooth functioning organization (Cameron & Quinn, 2011). It was apparent in many instances when respondents talked about their strategies to deal with the current changing media landscape in Bangladesh. One, for instance, said, “We always try to work with them implementing any plan. We don’t work like a boss or like a senior, we work like co-worker and a team.” Others have accentuated on teamwork by pointing out the cohesive nature of their teams:

> No matter how big or short it is, we have to maintain the authenticity, the quality and yes through all of these changes now I have to remain connected with my team 24/7 whenever something is happening, the whole team works in a way like its everyone’s responsibility…

A respondent recalled an anecdote about managing utilizing the teamwork competency while coming up with a new venture for the media organization: “…they

come up with the idea and we share it among ourselves and there is a sort of system and I enjoyed the whole process and engaged in more work with my team…" Referring to the team, one said "[the team] is a total combination, it is a total cooperation and it is a total friendship and that is what makes it happen (produce successful media products)." Mentioning strategies to make smaller but efficient teams, one respondent said, "Instead of doing all the micromanagement, I wanted to create leaders of different projects so that they know my job is to motivate them or push them but they know, so they do their best."

New Media Managers' Perception on the Changing External Realities in Bangladesh

Respondents from new media organizations shed light on the changing media landscape in Bangladesh as a result of the political, technological, economic, and socio-cultural changes. "Society cannot be static," stated one when talking about the changes. The change in politics, which ultimately led to socio-cultural changes, has changed the value system in Bangladesh, the respondent said. While four of the respondents from this group suggested that the major wave of change in the media industry in Bangladesh occurred four or five years ago, one went on dividing the changes in media into three periodical phases:

> First transition happened back in 1999-2000 when cable channels, satellite channels came into picture. Next wave we faced back in 2006-2007 when you know slowly the Facebook kind of things got into

picture. YouTube and social media slowly became popular and recent development happened when direct to home TV channels are becoming popular.

The change in social values resulted in many different noteworthy changes. Three respondents mentioned changes in people's attitudes toward people who are involved with the media industry, especially entertainment, and advertising media. "In late 70s or 80s, there was a social understanding that generally people who could not be a doctor or engineer, or a teacher or a banker, or who failed in every respectable profession would end up in media," said one. However, the social setting is changing, as respondents suggested that it is a more "positive social setting" now. Two respondents termed the change "very positive" as they talked about their family's prior skepticism regarding their professions and its gradual advancement towards acceptance. Three respondents mentioned that since the change in social attitude, educated and talented people are becoming more interested to work in the media industry, which avails them the opportunity to recruit better skilled people in their organizations.

The changes have impacted the team size of the new media organizations, as per evidence from the interviews. All five respondents mentioned about working with small but efficient teams. Three of them mentioned having a large pool of freelancers who play significant roles in their media organizations. One mentioned the possibility of downsizing their team from 32 to 13 people with the rationale that instead of having four or five people in each department, they have recruited one or two people who are

multi-taskers and more efficient. One respondent mentioned that multi-tasking is their organization's biggest strength, as it gives them the flexibility to maintain a small team but also produce quality content. All respondents pointed out that the motivation for their team members to work in their organization is usually not monetary. Two said that mentorship plays a big role in attracting young and talented people to work for their organizations.

The waves of change have also transformed the nature of the media business. Three respondents focused on "content creation" and predicted that is where the digital media industry is leading right now, along with development of virtual and augmented realities. Since creativity is an integral part of content creation, one respondent stated that the digital media industry in Bangladesh is currently experiencing an era of creative communication. The current phase of new media in Bangladesh, as per one respondent, is marked by result-oriented business strategies. The respondent said, "we can actually create content from scratch, and distribute that on various social media and digital channels which are quite accountable these days, you can measure your result." Another participant, talking about social media like Facebook, YouTube, and such added, "…even if you look at the revenue, the magnitude of the revenue drawn by these particular social media and its phenomenal revenue from Bangladesh is also growing."

While the respondents all agree that changes have been fruitful to them in one way or another, three suggested that the new media market is already saturated. There is increased competition, resulting in some media organizations compromising quality while offering competitive prices of media products for audiences or customers. Most

respondents agreed that the government is favorable to the development of new media organizations. However, others suggested that the government's imbalanced and often unreasonable laws and restrictions, especially when it comes to social media, aren't suitable for a thriving new media industry. All respondents agreed on the shortage of efficient people, identifying human resource development as a dire need for the digital media industry. While four respondents termed the overall change stressful, one differed. He/she termed the change as their "biggest motivation" as the change requires them to constantly update their knowledge of media.

Competencies Media Managers in New Media Implement as they Navigate the Changing External Realities

Based on the CFV and open coding, the interview data revealed seven competencies among new media managers. Five are based on the CVF, and two themes emerged from open coding. The latter two are self-development and managing global knowledge. The competencies that surfaced as themes are mentioned in Table 3 below and briefly discussed after that:

Competencies	Skills
1. Managing innovation 2.Managing continuous improvements 3. Managing the future	Adhocracy skills
4. Managing the development of others 5. Managing interpersonal relationships	Clan skills
6. Managing self-development	
7. Managing global knowledge	

Table 3: Seven Managerial Competencies for New Media Managers

Managing innovation

Cameron and Quinn (2011) defined this competency as "encouraging individuals to innovate, expand alternatives, become more creative, and facilitate new idea generations." This is the theme that surfaced most from the interview data, which demonstrates a strong innovative nature among media managers in new media companies. Talking about the upheaval in the current new media scenario in Bangladesh, one respondent said: "We have to go beyond and so many things we have to do." While talking about an ideal media manager in the current environment, another suggested, "…to become a media manager, one should always have the knowledge of other media and the norm in the other media, and should at least have the basic knowledge of creating content from the scratch." Another respondent referred to multi-tasking and stated that they are innovative in their approach to management and business in the sense that they can do a plethora of things that a new media organization can take advantage of, such as computing skills, media production skills, innovative and creative content generation skills. A respondent shared their experience on innovating

strategies to survive in a "saturated" market with their "unique visual style, a new storytelling style" so that their work can be distinguishable from others. One respondent said that skilled human resources help them push their boundaries to be innovative in planning their strategies in a highly competitive market. In general, all participants provided anecdotal evidence of being innovative in their overall approach to managing the changing external realities in a new media environment.

Managing continuous improvements

Cameron and Quinn (2011) defined this skill as fostering an orientation toward a continuous growth, flexibility, and productive change in work life. All five interviewees from the new media industry in Bangladesh provided evidence of utilizing this competency in their day-to-day work. Some have done it in the form of human resource training and others through mentorship. One respondent stated, "Instead of having three people or four people in one department, we are concentrating on one or two extremely good people who can create breakthrough solutions for our customers." Another respondent suggested that the optimum way to deal with the changes in the media industry is to "learn those (changes) properly and continuously, then it would be easier for the media managers to implement the same thing in Bangladesh." The interviewees also emphasized the value of continuous learning by saying, "every day you have to learn more, you need to be contemporary and you need to search your talent for yourself and inside you or you can search externally." While talking about maintaining quality work, a respondent said it is a day-to-day job to outperform someone's own uniqueness.

Managing the future

This managerial competency is marked by "communicating with a clear vision of the future and facilitating its accomplishment" (Cameron & Quinn, 2011, p. 139). Media managers from the new media organizations appeared to have a clear vision of the future while operating in an ever-changing media environment. One respondent suggested that media managers should "have a better understanding so that they can inspire and make the people do their jobs." Another said that every media manager should have a clear vision of success. He stated that if success means only business and nothing else, it might be a problem since media products are usually created for other reasons than just money. A respondent stressed the importance of also having great ideas while working in a thriving media environment. Another suggested: "we believe content will rule" and because of their clear vision of and their confidence in the future, they have changed the nature of their company and focused more on content creation. While discussing the roles of media managers in the Bangladeshi context, one interviewee said, "they need to come up with a better plan, a solid plan."

Managing the development of others

This competency refers to helping individuals on a team improve their performance and avail them with personal development opportunities (Cameron & Quinn, 2011). One respondent mentioned that they always urge for teams to develop their members as they believe, "unless you have a good team, you cannot make a good

project." Another respondent suggested media managers should "always have a depth knowledge in the different media. They should have knowledge from "below the line (BTL)" (such as pamphlets, handbills, brochures, stickers etc.) to "above the line (ATL) (such as TV, radio, etc.) new media as well." Discussing the smaller team size, a respondent said, "…I can make them efficient and more efficient if they can multi-task, I can do more work with them."

Managing interpersonal relationships

Facilitating effective and congenial interpersonal relationships, including the ability to provide proper feedback and being a good listener, defines this managerial competency (Cameron & Quinn, 2011). A respondent from a new media organization underscored the value of mentorship and good interpersonal relationships when they suggested, "they work for me because they love me... I share my personal life with them, my professional life with them, they learn from me, they want to listen to me." Another respondent mentioned the supportive role each of his subordinating managers plays in his organization: "I am really lucky that they share my vision…we kind of defined what we mean when we say we are successful," suggesting that there is good synchronization between the manager and the team. One said, "you really need to understand each and every one individually to have a better output."

Managing self-development

This theme emerged as the result of open coding of the data. The media managers from new media organizations in Bangladesh reiterated the importance of self-development and how they apply this to cope with the changing external realities in their country and their organizations. One respondent shared their experience of starting out in the media industry and termed the first experience as a "confusing stage." Later the respondent developed their skills by utilizing available resources (books, audio visual materials, networking). This eventually led them to understand the media industry better. Another respondent underlined the crucial nature of self-development while talking about coping with the younger generation and the vast changes in the media landscape:

> …every day I try to read, I try to get to know new things, I read about politics, I read about sociology, I read about history, religion, I read about literature and other common things. Every day I go to my office and talk about all these things and I enjoy these things…

Another respondent stated that experience could also be a tool for self-development and for both personal and professional gain.

Managing global knowledge

Last but not least, managers in the new media organizations in Bangladesh showed they are aware of how important global knowledge is and how this knowledge can empower them to operate successfully in their professions. One mentioned their experience of working abroad, which availed them with knowledge about the media industry in other countries and different global phenomena. This, in return, complemented them to manage their resources in a vibrant new media environment. Mentioning the media industry in the West, one suggested:

> In European countries or in the West or in some other countries people are more efficient, they really work in small teams which I learned from my school and from my practical experience in Europe. So, I tried to implement them in my country as well and I tried to train my people and myself. I am still training myself so that I can go with the new media's new challenges that are emerging every day.

One respondent restated the need to be globally aware, saying, "you need to be contemporary." Another mentioned international media law and how a revised legal and policy system for the media industry in Bangladesh can benefit the industry.

How are These Approaches to Management Similar or Different Between Traditional Media Organizations and Their Innovative Counterparts?

As the previous sections of this chapter suggest, the interview data collected from the two respondent groups indicate significant differences in the managerial competencies they seem to be utilizing while navigating the changing external realities in the Bangladeshi media industry. Eight of the 12 managerial competencies from the CVF surfaced after analyzing the data for media managers from traditional media organizations. These competencies are categorized into three different quadrants (see the CVF model in chapter 5), namely hierarchy skills, market skills, and clan skills. Among those eight competencies, one of the most prominent ones was managing the control system, which belongs to the hierarchy quadrant in the CVF (see chapter 5). This result indicates the importance of correct measurement and monitoring while managing their organizations. Although some managerial competencies surfaced from the clan skills, the hierarchy skills and market skills dominate for this group of respondents. This means that the managers from the traditional media organizations are guided by stability and control (see chapter 5).

In terms of media managers from new media organizations the most common competency was managing innovation, which belongs to the adhocracy quadrant in the CFV model. The other competencies that emerged belong to either the adhocracy or clan quadrant, which translates into placing this group of respondents on the flexibility and discretion side of the model. It is obvious here that the traditional media managers and their more innovative counterparts operate differently when they think about

management and the competencies they need to be effective and efficient managers. As such, the traditional group values stability and control, while their entrepreneurial counterparts are guided by flexibility and discretion.

In addition to the above, two new competencies emerged as a result of open coding. These are managing self-development and managing global knowledge. These competencies exist independent of the CVF.

Traditional media managers emphasized control in terms of maintaining a work schedule, giving employees a time constraint, monitoring their presence and absences, and observing their employees' performances. Sometimes this control is a continuation of their existing policies, other times the managers themselves administer this control. One respondent from the traditional media group said, "we do have to follow certain office rules because you know the entire office here is monitored by the human resource department that sits on the main corporate office." Another respondent said that his organization is "very hardcore and very timely." The respondent further stated that going with the structured system and culture of the organization, they consider their position as "a very very hardcore managerial position." As opposed to these traditional media managers, their counterparts—the new media managers—are less worried about controlling the schedule of their employees and more concerned about meeting the projects deadlines. One respondent said there is a group of people in their organization who works best with the flexibility, "they may come to office at noon but then they will probably leave the office at one in the morning." Another respondent from the new media managers group said, "It is a flexible culture here but everyone kind of

understands when and can sense the pressure of time frame when we are on a project. Then they know they have to be office at eight in the morning, this sense developed in a very natural way." These comparisons point to the fact that the new media managers are more willing to develop a sense of responsibility in their employees. Their more traditional counterparts seem to need and prefer less flexibility and for their employees to stick to the company rules.

The need to control the organizational culture and maintain stability in the system was manifested in the way traditional managers monitor their employees' performance. One respondent said that the presence and absence of their employees are monitored through a software program and that they implement a punitive measure (deduction of remuneration) if someone has more than the allowed absences. Another respondent from the same group suggested that the employees should have a "time frame that he or she should abide by to meet the deadline" and in the event of an emergency work situation, they should be ready to join back again. Media managers from the more innovative organizations on the other hand are more focused on utilizing their employees' strongest potentials by making them self-aware. None of these respondents mentioned that they maintain or feel the need to maintain a log of presence or absence. Four respondents from this group say they feel very comfortable working with freelancers or employees who join them for the project only and who are not on permanent payroll. One respondent said, "… we have a time frame but it is not very restricted, I mean in my company, there is not any kind of rule that if you are late one day then your salary will be deducted."

The control factor is also manifested by self-censorship which seems to be a reality in the traditional media industry. One respondent from this industry said "self-censorship is something very common to me and my team, why we do it and why we try to avoid confrontation is a concern…" Another respondent from this group said the government is becoming more relaxed about the rules and regulations that the media industry used to be guided by but "there is a lack of proper communication between the government and the media; often it's a lack of effort from the media's part." Managers from the contemporary media organizations, on the other hand, are less concerned with self-censorship. None of them mentioned practicing it within the context of the digital or online media landscape. Mentioning the critical role of the Bangladeshi media conforming to the international law, one respondent from this group said the government needs to update policies and regulations faster, keeping pace with the constant change in the global media industry.

The managers from new media unanimously talked about the importance of innovativeness and creativity both in terms of producing media content and maintaining their team, managing the change in the 21st century and more. Respondents stated the need to have a "small team who can multi-task." They all emphasized the importance of looking for innovative solutions to their problems such as unskilled human resources, limited budgets, a lack of media education, etc. They also mentioned the importance of setting an example for their employees and motivating them by sharing from personal anecdotes, adopting an innovative lifestyle, developing themselves etc. The traditional media managers, however, are in favor of play by the book, although some of them

have said that they try to create an open and creative space for their employees. More often than not, they are dependent on their human resource department to organize training for their employees. Although both groups of managers identified unskilled human resources as one of the biggest problems in the Bangladeshi media industry, they approach the problem very differently. The new media managers take more of a mentor's role and approach the problem by managing their interpersonal relationship with the employees, whereas the traditional media managers try to achieve the task by depending on structured training and development.

Managing self-development to be on par with other global media companies and managing global knowledge to compete better with others are also differentiating factors between the competencies practices by the traditional and new media managers. While the former group talked about the "internal jealously or inferiority complex", the latter seems more concerned with the global competition which, as one said, "are forcing them to excel their qualities and standards."

A striking difference was also noticed in terms of managing teamwork. Traditional media managers stated the importance of teamwork and emphasized a lot on group dynamics, saying, "my focus here is to manage my people." The managers from the innovative and creative background, however, seemed to be more focused on developing a small team of multi-taskers, and they seemed to pay more attention to individual development within teams rather than team development.

Summary

As the research result indicates, the managers from the traditional media organizations are bound by the traditional values such as hierarchy, control, stability, market skills and so on. They provided anecdotal evidence of the managerial competencies they implement in their day-to-day life or recommended that the managerial competencies based on control and stability should be implemented in their organizations.

The media managers from the new media industry seem to exhibit an innovative and creative spirit while holding a clear vision to their future. They are more eager to compete with their counterparts in the global arena by executing creativity in finding solutions to their problems. Their approaches to management are marked by values such as adhocracy, creativity, discretion and skills that make their organizations work like clans.

Results of this study show that the two samples of respondents implement and value different sets of managerial competencies as they manage their media organizations in Bangladesh. Although there is an overlap in terms of managerial competencies belonging to the clan culture, media managers from the traditional organizations are primarily represented by hierarchy skills and market skills. Their innovative counterparts on the other hand operate by holding a clear vision and approaching their vision with innovativeness and creativity. This indicates their competencies are primarily found in the adhocracy and clan skills groups. These results

show a difference between how media managers from traditional media and managers from new media companies navigate the changing external realities in Bangladesh.

The next chapter concludes the study by specifically answering the research questions. It also points out the application, limitations, and future implications of this study.

Chapter 8: Conclusions and Discussion

The previous chapter outlined the results of the study. It gave the demographic information of the Bangladeshi media manager respondents, and their perception of the changing external realities amidst which they manage their newsrooms. Most importantly, it presented the results of the study as it relates to the three research questions posed in chapter 6.

This chapter serves as the closing chapter of this thesis as it summarizes the findings, i.e. the ways the media managers from traditional and new media organizations in Bangladesh navigate the changing external realities within which their organizations function. The findings were obtained through semi-structured, in-depth interviews among a purposive sample of the above-mentioned respondents.

About this Study

This case study set out to determine how two groups of media managers, from traditional and entrepreneurial/new media ventures in Bangladesh, navigate the changing external (political, economic, socio-cultural, and technological) realities in Bangladesh and whether there is any difference in their approaches to manage these realities.

The study borrowed from the management literature and looked at different management approaches, managerial functions, management tasks and managerial

competencies. For the theoretical grounding, it lent from the Competing Values Framework (CVF) developed by Quinn (1984). This framework proposes four competing values namely control, compete, collaborate, and create. The managerial competencies, divided into four different competing categories proposed by Cameron and Quinn (2011), were the starting point of the investigation.

To accomplish the study, the researcher used a purposive sample of 10 Bangladeshi media managers, five from traditional media and the rest from new media organizations. The researcher explained the purpose of the research to the potential respondents via email. Upon their consent to participate in the study, the researcher conducted semi-structured, in-depth interviews via Skype.

The finding of the study suggests that media managers in traditional media organizations operate through control and stability more so than their new media counterparts who are mostly driven by innovativeness and creativity. The findings of the study are discussed below.

Discussion: Research Questions and Research Findings

The study aimed at answering three research questions. The findings related to each of these questions are highlighted below:

RQ1: How do Bangladeshi media managers in traditional media organizations navigate the changing external realities to successfully optimize the impact of their media organizations in a changing 21st century Bangladeshi society?

The media managers in traditional media organizations in Bangladesh mostly navigate the changing external realities by exercising control in different segments of their work. Be it quality, human resources, rules, or content generation, dissemination of information, their guiding principal seems to be to keeping it within a set boundary. The manifestation of control became apparent as respondents talked about controlling human resources, managing time in a scheduled manner, following the conventional rules, imposing self-censorship, maintaining editorial standards and so forth. In most cases, they encourage employees to be disciplined and set deadlines, although some mentioned the necessity of a creative space where employees can grow and thrive. They indicated the importance of control and systems in their day-to-day operations as they suggested that they do not anticipate abrupt or sudden changes in either their organizations or organizational culture, and appreciate gradual development of events. They like to monitor the workforce in a systematic way and reported that sometimes the senior management or owner of the media organization encourages them to practice control and adhere to the traditional values and culture of the organization.

The respondents highlighted their roles in managing the internal and external coordination for the media organization. The managers who are experiencing media convergence are segregated by the senior managers and supervisors who possess fewer or no technological skills. They mentioned professional jealousy and inferiority

complex as hurdles in their day-to-day professional life. The respondents also mentioned communication with different external entities like the government, advertisers, audiences, etc. Referring to the changing attitude of the government, respondents suggested that the government is more supportive of free speech and more willing to give media organizations the power to represent the needs of the people as it (government) is fearful of mass criticism.

These respondents also mentioned their roles in setting up the rules and regulations for employees and guiding them (employees) so they know exactly what is expected of them. This aspect of managing people indicates their (managers') control over human resources. The managers also exhibited the spirit of competitiveness while operating in society. This competitiveness is seen in cases where they compete with other media organizations and often with a motivation of maintaining the quality to garner larger audiences, which ultimately leads to increased revenue generation.

Respondents mentioned energizing and motivating their employees to be able to compete with other organizations and excel themselves (employees) by being proactive. To do so, they mentioned the importance of advocating professional development among employees so they can improve their performance and better serve the organization. To generate revenue and stand firm against the growing competition in a turbulent business environment, the managers indicated that they pay special attention to customer service by catering to the growing and diverse needs of their audience.

The respondents seem skilled at managing teams in a way that optimizes the teams' maximum potential, both in the interest of the organization and the society. They

reported communicating with their team constantly to survive the ever-changing nature of the media and to achieve excellence.

All the managerial competencies that media managers from traditional media organizations in Bangladesh seem to possess reflect on the hierarchical, market, and clan skills defined by the values of control and stability on the DVF (see Cameron & Quinn, 2011). They seem to be less experimental in their approach while conforming to the existing rules and adhering to the already established values in the organization. From a management perspective, the competencies they demonstrate seem to be more scientific (defined by control, system, stability, and top-down approach of managing people) (see chapter 4).

RQ2: How do Bangladeshi media managers in innovative media organizations navigate the changing external realities to successfully optimize the impact of their media organizations in a changing 21st century Bangladeshi society?

Respondents in new/innovative media organizations perceive external changes as opportunities, as they believe those changes have brought immense transformation in social norms and values in the country. They see these changes as positive factors that help them operate within the changing media landscape, even though they often do not have a big team or the same amount of resources as their traditional counterparts. Their guiding force seems to be their ability to manage innovation, facilitate continuous improvement, and uphold a clear vision for the future.

The respondents in this group reported to be creative and innovative. They perceive the media industry as a saturated market with many competitors and they devise their survival strategy by finding unique strengths and competitive advantages over their competitors. They show the tendency of utilizing their limited resources to go beyond the current scope and create something new which, in the process, would help them sustain their business and make a mark in the media industry.

When it comes to managing human resources, respondents from the new media organization sample are advocates of continuous improvement. They offer flexibility and room for growth for their employees. Some respondents specifically mentioned their efforts to keep a small but efficient team so they (the team members) can outperform themselves and provide the organization with their optimum contributions. These managers understand the uniqueness of their employees and do not hesitate to celebrate their individual uniqueness by accommodating them with, for instance, flexible office hours or other accommodations that would motivate them.

The respondents in this group seem to hold a clear vision of the future which is marked by technological growth and competitiveness for quality products and services. They perceive a clear vision of success, and although monetary gain works as a motivation, their biggest motivating factor is the need to create. They make great efforts to come up with creative and efficient ideas to manage their teams, create long-lasting impacts; and garner a stronger revenue stream and encourage their teams to do the same. Although the teams they manage are much smaller than those at traditional media organizations, they believe they are more efficient.

Respondents in this group emphasized the value of interpersonal relationships in achieving success. They seemed less favorable toward red tape and more inclined toward creating professional and personal relationships with their employees and motivating them to learn and grow. As much as they are aware of the necessity to constantly develop their team, they are aware of self-development as well. They discussed the importance of acquiring and maintaining self-development skills and adhere to those as they see those as important skills in a time of transition.

The managers in this group showed evidence of substantial global knowledge which portrayed their qualities of stepping outside the local arena and venturing into the global market with their work. They know about other media markets and how they operate, and they (the managers) try to utilize those strategies in the Bangladeshi media market so they can achieve similar results.

The competencies displayed by the managers in the new media organizations reflected adhocracy and clan skills. Adhocracy skills are marked by innovativeness, creativity, a clear future vision, whereas clan skills are defined by interpersonal relationships, facilitating others' developments etc. Adhocracy and clan skills reflect the values of flexibility and discretion (see Cameron & Quin, 2011, p. 139).

The management styles of media managers in innovative media organizations in Bangladesh are characterized by flexibility, discretion, innovativeness, and interpersonal relationships. From a management perspective, these value propositions indicate a humanistic or behavioristic approach marked by flexibility, and a significant focus on people (see chapter 4).

RQ3: How are these approaches to management similar or different between traditional media organizations and their innovative counterparts?

The findings of this study indicate a salient difference between the management approaches of the traditional media managers and their innovative counterparts. As pointed out in earlier discussion, the traditional media managers' approach to management is driven by stability and control, whereas their counterparts are driven by flexibility and discretion. According to the CVF, these approaches are competing, which means that they belong to the opposite ends of the framework.

The traditional media managers place a high emphasis on competitiveness, energizing employees to meet the organization's expectation and serve customers (in this case, their audience). Instead of focusing on interpersonal relationships, they focus more on the internal coordination where they practice acculturation. They are focused on economic productivity (or profitability) of the organization in terms of surviving the change in external environments. Change, to them, is often stressful. However, instead of coming up with innovative ideas, they follow the conventional rules established by the organization and are encouraged by senior management, sometimes owners, to be stricter with their employees. They are disciplined and they want their teams to be disciplined too. Although they value teamwork and the development of their teams, the purpose behind that is not innovation, rather existing in the changing environment to garner more productivity for the organization. The behavioral pattern of these managers

leans towards the scientific management approach or top-down approach to management.

As opposed to their more traditional counterparts, the new media managers are driven by creativity and innovation, the latter helping them navigate competitiveness in the market. To survive the swift transition and create a competitive advantage, they come up with innovative ideas and are ready to improvise, which displays flexibility. Their global knowledge equips them with a clear vision of the future, marked by non-stop technological development. They prepare themselves through self-development, acquiring knowledge from the rest of the world and closely observing the other markets and innovations in those markets. When it comes to managing the team, developing and maintaining interpersonal relationships with their teammates remains a high priority. They acknowledge individual differences and give the flexibility to their teams so they can provide the organization with the maximum benefits as well as create a strong impact in the market and society. To them, change is not stressful, rather an opportunity to grow. Their approach to management leans toward the humanistic approach to management which is a people-centric one.

Although the managerial attributes between the traditional media managers and their innovative counterparts are significantly different, the findings of this study did identify some overlapping competencies between the two groups. One such competency is managing the development of their team members. This indicates that both groups value their teams, *albeit* for different reasons as discussed above.

What Does it Tell us About the Research?

The findings of this study support the existing literature related to different management approaches between traditional media managers and their innovative counterparts in Bangladesh. It suggests that these approaches are not only different but also competing. These findings leave important implications for the media industry and general management practices in Bangladeshi media organizations.

A changing media landscape in Bangladesh is forcing traditional media to converge and add a digital presence alongside their existing presence. This change has proven stressful for media managers in traditional media organizations who assume the old and scientific approach to management. One way of overcoming this stress could be to take a different approach to management and focus more on developing an efficient workforce who are equipped with technological knowledge and global awareness.

The findings of the study also suggest that the employees at these media organizations are mostly motivated by money and hence they often leave when they find a better opportunity elsewhere. As two respondents from the traditional media managers group said, the corporate world pays much better that what a traditional media organization can afford. This often results in media organizations losing trained resources, in which they have invested time and money, to corporate jobs. To overcome this, media managers in traditional media organizations can focus more on developing and maintaining good interpersonal relationships so their employees have motivations other than monetary gain to stay with the media organization. As the humanistic approach to management supports, people usually remain more productive if their

individual differences, interests, strengths and weaknesses are recognized and if they receive more personal attention from management (see Burke, 2017).

To maximize the impact of traditional media organizations in society, managers can take advantage of convergence. The respondents talked about the extensive use of cellphones among the Bangladeshi population and predicted that the market will see a growth in online TV channels and online paid services like Netflix. To cater to these changes, media organizations can look at other media markets that have emerged through similar changes and take some lessons from them as to how they can better survive in a changing environment.

Bangladesh has, over time, been known for its media censorship and strict media regime (Rahman, Reza & Haq, 2017). Respondents agreed that the government is paying more attention to the media's need to exercise freedom of speech and better represent people's rights. Nonetheless, two respondents urged that there needs to be better communication between the media industry and the government. These respondents mentioned that this situation is often the result of a lack of initiative and effort from both parties—government and media. This leaves important implications for several role-players, including media practitioners, the government, media owners, and media managers (both in traditional and new media organizations). If this situation is addressed successfully, it can create a better media environment where government will be more acceptable to the media's constructive criticism because of open relationships, trust, and better communication among different parties involved.

Both managers from the traditional and new media organizations referred to the lack of proper human resources to keep up with the swift changes in the media environment. One respondent mentioned the need to employ more people who have training and education in media. Recent studies suggest that journalism education in Bangladesh needs more structured work in policy formation and framework building (see Ullah & Akhter, 2016). Other research (e.g. see Steyn & Hasnat, 2016) suggests that journalism education programs in Bangladesh struggle to keep up with the growth in the media market, creating a gap between what the industry needs and what the educational system can provide. This leaves important implications for public and private universities, the government, and the non-government entities who are associated with media education to collaborate and come up with ways in which this collaboration can benefit all parties involved. As such, universities can come up with curricula that offer specialization in media education. Think tanks can conduct more research on the media environment and specific needs in media education. Non-profit organizations can facilitate training and workshops for those who want to work in the changing media landscape of Bangladesh.

This study shows that quality of work among Bangladeshi media professionals is on the rise. The majority of respondents among the new media managers group mentioned that their work is being globally recognized and appreciated. Linked to this is the finding that young people are very attracted to work in innovative media organizations, as they think they can be a part of something that gets global recognition.

In addition, media managers from new media organizations also pointed out a very important phenomenon that reflects the change of culture, values, and attitudes of people toward the media. This is reflected in a growing interest among people to work in the media and a higher acceptance among family and friends for this type of career choice than was the case in the past.

This study found an interesting combination of realities in the current media landscape of Bangladesh. On the one hand, it pointed toward a reality marked by political, economic, socio-cultural, and technological changes. On the other, it pointed toward changes in management approaches in a media industry that is heavily dependent on managing talents (people) rather than managing goods. Since no similar studies could be identified, this study builds a bridge between the academic resources of management and media and strengthens the scholarly resources of media management, specifically as it relates to Bangladesh. It also holds the potential to be served as an imitable study for other similar emerging and changing media markets.

Limitations of this Study

This study contains limitations common to other qualitative studies. These are discussed below:

- Findings of this study, based on data collected among a limited and purposive sample of media managers in Bangladesh cannot be used to make broad

statements that apply to a wider population of media managers (see Atieno, 2009);

- The research setting for the study was Bangladesh. This limits the potential of the study to be replicated in a different context, especially in the global West where the media markets, although changing, may possess different characteristics;
- Although this study was exploratory in nature, the lack of available or reliable data specifically related to Bangladesh sometimes hindered the progress of the research. Bangladesh, being a relatively new country on the world map (only gaining independence in 1971), does not have ample resources and studies related to the country as a whole, as well as specific aspects such as management or media. The available academic resources are also not up-to-date as required for the subject of this research. Studying change requires recent evidence and data which, to a large extent, was missing. The researcher often had to rely on data from non-academic sources to describe the changes that are at the core of the study. Nonetheless, this limitation indicates that future research on Bangladeshi media and media management in Bangladeshi media organizations is crucial;
- Since this research is based on self-reported data (semi-structured, in-depth interviews), it cannot be independently verified. In other words, the researcher had no means to verify the data and had to rely solely on the participants' responses. Self-reported data is known for the following biases: selective

memory of the participant (remembering or not remembering) a past event, telescoping (assigning an incorrect time frame to the data), attribution (attributing positive events to one's agency and negative events to external forces), and exaggeration (claiming that something is more significant that it is) (see Huberman & Miles, 1994). This research has the potential of possessing all the mentioned biases;

- The theoretical framework used in this study reports 12 managerial competencies which served as the basis of data collecting, data analysis and coding. Sharing the CVF and the managerial competencies with respondents could potentially have produced different results as the respondents then would have a preconceived notion of the competencies and would answer only through the lenses of those competencies and not volunteer to offer information or anecdotes. However, the researcher intentionally did not share the framework with respondents so their answers were not confined to the framework and there was room for new themes to emerge as it holds the potential of theory development;
- Finally, the study acknowledges the subjective bias of the researcher because of her close cultural ties and prior experience of working in the media industry of Bangladesh.

Possibilities for Future Research

This research leaves room for several future research studies, including:

- Utilizing the same premise and theoretical framework (the CVF), a quantitative study can help researchers measure the extent to which different managerial competencies are prevalent in the Bangladeshi media industry. A quantitative study will possess the generalizability for any media market that portrays similar characteristics as the media market in Bangladesh;
- Conducting a study on how media managers should ideally navigate changing external realities to maximize the benefits of these changes and minimize the challenges thereof can be another area for future research. Such a study can serve as an industry guideline when media organizations in Bangladesh recruit managers. Results from such a study can also help current media managers in terms of self-development and training the next generation of managers;
- The crucial role of human resources has appeared in the findings on a regular basis. A study on how media managers manage human resources to maximize organizational impact on the Bangladeshi society could be valuable to both media professionals/scholars and human resource professionals/scholars;
- Another possibility for future study would be to identify the most valued or most significant managerial competencies in a newsroom environment from the perspective of Bangladeshi media owners or people currently working in the media industry (not in a managerial/decision making role). This could potentially identify how owners see managers' roles and functions and how subordinates see the roles of their managers;

- Another possible study can concentrate on the change in organizational culture in the media industry in Bangladesh from the perspective of the four categories mentioned in the CVF: the clan culture, the adhocracy culture, the market culture, and the hierarchy culture. This study can then reflect on the leadership paradigm of the organization too as leadership is closely associated with organizational culture (see Cameron & Quinn, 2011);
- Future studies could also choose a different data collection method, e.g. observation, focus groups, etc. Focus groups, for instance, will help the researcher/s identify group dynamics, and observation will offer more room for subjective interpretation of the data; and
- Finally, the research can be replicated in similar media markets in the South Asian region such as Myanmar, Nepal, etc. A comparative study on the managerial skills of the media managers in the South Asian media landscape also holds promise.

In Summary

This study provides a case study of how political, economic, socio-cultural, and technological changes in the Bangladeshi society have affected and are affecting the overall management scenario in Bangladeshi media. Moreover, this study, segmented between the management approaches of the traditional media managers and their innovative counterparts, adds value to the media literature and offers insight to those who study media management from the traditional and new media perspectives.

This study adds to the growing body of literature related to Quinn's (1984) CVF framework and offer substantial discernments to those who want to study managerial leadership in media organizations. The CVF has not been applied to the media industries extensively, according to the researcher's knowledge. This study therefore adds a new dimension to the CVF literature by reflecting on managerial leadership in the realm of media. This strengthens and extends the applicability of the CVF and depicts ways for future research in other related organizational phenomena such as change in organizational culture, change in leadership behavior, etc. (see Cameron & Quinn, 2011).

In addition, this study adds to the growing body of literature regarding Bangladesh and the Bangladeshi media industry specifically. Bangladesh, being a newer country on the world map, does not offer much scholarly resources, especially when it comes to media. This study contributes to academic literature and offers some important and contemporary insights not only on the media industry, but also about Bangladeshi society in general. This study can thus be used as a reference point for scholars who want to study the contemporary Bangladeshi society and culture, the media industry of Bangladesh, an emerging media market in South Asia, changes in management approaches in emerging media markets, etc.

Finally, the findings of this study suggest that the changes in external realities are affecting management approaches in the media industry in Bangladesh. The managers in traditional media predominantly follow techniques that reflect the scientific approach to management, whereas the new media managers are advocates of humanistic

approach to management. This difference in management approaches leaves implications for existing and future media managers to cope with the changing realities. Whether a mix of both approaches is a way to deal with the changing realities is beyond the scope of this study. However, the researcher hopes that this will stir interest among academics and media management scholars to study this subject more to produce answers to this and other questions.

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Appendix A: Interview Framework

Interview Framework:

1. Tell us about your organization.

Probing questions:

a) What kind of media organization is it?

b) What aspects of media production/distribution are you engaged with?

c) What are some of the factors that differentiate your media organization from other similar ones?

d) How many people work at your company/organization?

e) How old is your organization?

f) What was the motivation behind the establishing the organization?

g) What is your motivation behind working in a management position at this organization?

h) In what way/s does this organization impact the Bangladeshi society?

2. Tell us about yourself as a leader/media manager.

Probing questions:

a) What are your strengths as a leader/manager?

b) What are your weaknesses?

c) How do you operate differently than managers in other businesses?

d) How do you believe you operate differently from other managers in your organization or in other media organizations in Bangladesh?

e) How long have you been in this managerial position?

f) What are your biggest motivations to work as a media manager?

g) What are your biggest challenges?

3. Tell us about the external realities in which your organization must operate.

Probing questions:

a) Describe the current media environment in Bangladesh.

b) What are your organization's day-to-day struggles given the current media environment in Bangladesh?

c) What are some of the benefits your organization gets to enjoy as a result of the current media environment in Bangladesh?

d) Have you seen or experienced a change in terms of the external realities in the media scenario in Bangladesh?

e) If yes, what are those changes?

f) When did start noticing these changes?

g) In your view, how have these changes affected your role as a media manager?

h) In your view, how have these changes affected the media in Bangladesh in general?

i) In your view, how have these changes affected the Bangladeshi society in general?

4. As a leader/media manager, how do you manage changes in the business environment/changing external realities?

Probing questions:

a) Describe the extent to which the changing realities cause stress for you in your everyday operations as a media manager.

b) Describe the extent to which the changing realities provide rewards for you in your everyday operations as a media manager.

c) Describe how you cope with these changes.

d) What areas of your organization are usually affected by the changes?

e) How are other people in your organizations affected by the changes?

f) How do other managers in your organization cope with these changes?

g) What do you do to help your organization go through a smooth transition when it comes to these changes? (What role do you assume?)

5. In your opinion, what are some of the strategies a media manager/ leader in the media industry should adopt to maximize the impact of the media in Bangladesh?

Probing questions:

a) Describe your view on the extent to which they should play a role in changing the culture of the media organization.

b) Describe your view on the extent to which they should play a role in changing government policies?

c) Describe your view on the best type of people media organizations should hire to help them navigate the changing environment.

d) What are some of the organizational areas media managers should be paying the most attention to as they navigate the changing environments?

e) Describe your view on the extent to which media managers should change their own leadership and management styles to be more successful.

f) What kind of leadership roles should they be assuming?