



บันทึกข้อความ

ส่วนราชการ สำนักงานการประชาสัมพันธ์ต่างประเทศ สงต. โทร. ๐ ๒๖๑๘.๒๓๒๓ ต่อ ๑๗๑๐-๑๑

ที่ นร.๐๒๐๙.๐๓/ ๖๖๑ วันที่ มกราคม ๒๕๕๕

เรื่อง การสัมมนาระดับอนุภูมิภาคของ ABU เรื่อง การตัดสินใจด้านบริหารจัดการสื่อในยุคแห่งการเปลี่ยนแปลง

เรียน ผอ.สทท. ผอ.สวท. ผอ.สนข. และ ผอ.สปข.๑-๘

ABU ร่วมกับ IPPTAR และมหาวิทยาลัยโอไฮโอ สหรัฐอเมริกา กำหนดจัดสัมมนาระดับอนุภูมิภาค เรื่อง การตัดสินใจด้านบริหารจัดการสื่อในยุคแห่งการเปลี่ยนแปลง (Sub-regional Seminar on Managerial Decision Making in a Time of Change) ระหว่างวันที่ ๑๖ - ๑๗ กรกฎาคม ๒๕๕๕ ณ กรุงกัวลาลัมเปอร์ ประเทศมาเลเซีย

การประชุมดังกล่าวเป็นเวทีแลกเปลี่ยนความคิดเห็นและประสบการณ์ของผู้บริหารองค์กรสื่อ โดยเน้นเรื่องการเปลี่ยนแปลงของสภาวะต่าง ๆ ที่แวดล้อมสื่อ เช่น โอกาสที่เพิ่มมากขึ้น ความท้าทายจากสื่อออนไลน์ การกระจายตัวของกลุ่มผู้ชมผู้ฟัง รวมถึงการเปลี่ยนแปลงที่สำคัญของเทคโนโลยีสื่อ ซึ่งสิ่งเหล่านี้เป็นเงื่อนไขในการบริหารองค์กรวิทยุกระจายเสียงและวิทยุโทรทัศน์

ABU เชิญ กปส. ส่งผู้แทนซึ่งเป็นผู้บริหารสื่อเข้าร่วมการประชุม โดยผู้แทนต้องสามารถสื่อสารภาษาอังกฤษได้ดี และต้องศึกษาข้อมูลเกี่ยวกับภาพรวมของสื่อกระจายเสียงแพร่ภาพในประเทศไทยเพื่อการร่วมอภิปรายด้วย สำหรับเนื้อหาของการสัมมนาสามารถศึกษาได้จากเอกสารแนบ

ในการนี้ สปต. ขอให้ สทท. สวท. สนข. และ สปข.๑-๘ พิจารณา หากประสงค์จะส่งผู้แทนที่มีคุณสมบัติตามที่ ABU กำหนดเข้าร่วมการประชุม ขอให้แจ้งความจำนงค์ไปยัง สปต. ภายในวันศุกร์ที่ ๑๗ กุมภาพันธ์ ๒๕๕๕ ทั้งนี้ สำนักต้นสังกัดต้องเป็นผู้รับผิดชอบค่าใช้จ่ายทั้งหมด ยกเว้น ค่าที่พักและพาหนะรับ-ส่ง ซึ่ง ABU จะสนับสนุนให้

จึงเรียนมาเพื่อโปรดพิจารณา

(นางวรรณ วุฒิอาภรณ์)

ผอ.สปต.



3 January 2012

Dear Colleagues,

**ABU/IPPTAR Seminar on Managerial Decision Making In a Time of Change
16 & 17 July 2012 (Kuala Lumpur, Malaysia)**

We are pleased to officially invite you to attend the above 2 day high - level Seminar in Kuala Lumpur, Malaysia, which will be conducted in partnership with IPPTAR and Ohio University of the United States.

The event is aimed at senior executives and managers in the Asia-Pacific broadcast industry, which focuses on leadership strategies and feature topics on ever-changing landscape of radio and television programming.

We would also like to confirm that you'll be offered partial fellowship to attend the above meeting. The fellowship will cover the cost of an accommodation with breakfast, ground transportation and meeting meals, for the period of the seminar.

Appended below under separate headings are relevant information that you will require concerning the meeting and other arrangements.

DATES

July 16 (Monday) : 0900-1730 hours

July 17 (Tuesday) : 0900-1730 hours

VENUE

Main Conference Room

Tun Abdul Razak Institute of Broadcasting & Information (IPPTAR)

PO Box 12163, Jalan Pantai Baharu

59700, Kuala Lumpur

Tel : 03-22957555

Fax : 03-22957575, 03-22824796

CONSULTANTS

The seminar will be conducted by two consultants including Dr. Drew McDaniel, Professor of Media Arts and Studies at Ohio University, United States. The format of the seminar would be interactive discussions requesting all high level participating managers to share their invaluable experiences and views on critical managerial matters.

OBJECTIVES

This seminar will provide participants:

- a range of tools useful for evaluating organizational culture, career potential of staff members, and managerial skills.
- an ability to assess an organization's competitive position through an environmental scan.
- alternative ways of analyzing and responding to key problems faced by broadcasters in the Asia-Pacific region

Please confirm your organization's participation by emailing or faxing the attached participation form to us by **29 February 2012**.

We look forward to your positive reply.

Yours sincerely,

A handwritten signature in black ink, consisting of the Japanese characters '土岐 健' (Takeshi Doki) written in a cursive, fluid style.

Takeshi Doki
Director of ABU Programming

ประมาณการค่าใช้จ่ายการส่งผู้แทนเข้าร่วมการสัมมนาในระดับอนุภูมิภาคของ ABU/IPPTAR
เรื่อง การตัดสินใจด้านบริหารจัดการสื่อในยุคแห่งการเปลี่ยนแปลง
ระหว่างวันที่ ๑๕ – ๑๘ กรกฎาคม ๒๕๕๕ (รวมวันเดินทางไป-กลับ)
ณ กรุงกัวลาลัมเปอร์ ประเทศมาเลเซีย

1. ค่าบัตรโดยสารเครื่องบินไปกลับ กรุงเทพฯ-กัวลาลัมเปอร์-กรุงเทพฯ ชั้นประหยัด	12,000 บาท
2. ค่าเบี้ยเลี้ยงจำนวน 4 วัน ๆ ละ 2,100 บาท	8,400 บาท
3. ค่าพาหนะระหว่างบ้านพัก-สนามบินสุวรรณภูมิ-บ้านพัก (จากบ้านพักใน กทม. หรือ สนามบินดอนเมือง)	1,200 บาท
4. ค่าพาหนะระหว่างภูมิภาค-กรุงเทพฯ-ภูมิภาค (กรณีสังกัดในส่วนภูมิภาค)	6,000 บาท
6. ค่าพาหนะที่มาเลเซียระหว่างสนามบิน-โรงแรมที่พัก-สนามบิน	2,400 บาท
7. ค่าธรรมเนียมหนังสือเดินทาง	1,000 บาท
รวม	<u>31,000 บาท</u>

* หมายเหตุ: ถัวเฉลี่ยจ่ายทุกรายการ



**ASIA-PACIFIC BROADCASTING UNION
Sub-regional Seminar on**

Managerial Decision Making in a Time of Change

PROJECT OUTLINE

Aims

This seminar concerns leadership strategies appropriate for senior executive managers of broadcasting organizations in the Asia-Pacific region. Specific issues to be addressed in sessions are ones related to the changing environment of radio and television—such as increasing opportunities and challenges from online media, growing fragmentation of audiences, and significant changes in media technologies. Also considered will be the nature of CEOs' and other senior managers' **jobs**, especially in the face of ongoing financial and technological uncertainties.

Objectives

This workshop will provide participants

- a range of tools through which to study their organizations including ones useful for evaluating organizational culture, career potential of staff members, and manager skills.
- **an ability to assess an organization's competitive position through an environmental scan.**
- alternative ways of analyzing and responding to key problems faced by broadcasters in the Asia-Pacific region.

Content

- Current trends and patterns in the broadcasting field.
- Environmental scan of media sphere.
- Evaluating managers—Competency assessment.
- Evaluating managers—Staff career potentials.
- Organization structural changes.
- Organizational culture.
- Case study: Challenges and Opportunities of the Digital Transition.

Profile Of Participants

- Senior executive level managers of broadcasting organizations in the Asia-Pacific region.
- Managers having responsibilities for planning and strategic advancement of their organizations.
- Managers responsible for oversight of human resources of their broadcasting organizations.

- Ability to understand, speak, and write in English fluently. All sessions conducted in this language.

Note: Seminars are events that bring experts together to share their **experiences and knowledge in order to build each person's capacities.** Participants are asked to review data and information on broadcast media in their markets prior to the seminar, so that everyone in the seminar will be in a position to exchange ideas about current trends within their own setting.



Sub-regional Seminar on *Managerial Decision Making in a Time of Change* Schedule

SCHEDULE:

Day One—

09.00	Introductions and Welcome		
09:15	Current Conditions in Broadcasting: Trends and data on audiences, organizational structures, technology, content, and distribution.	Current Broadcasting Conditions—Ppt	☑
10.15	A Puzzle for Mangers	Hidden Squares Exercise—Ppt	☑
10.30	Tea Break		
10.45	A Scan of the Broadcasting Environment	Environmental scan procedures—Ppt Environmental scan—HO	☑
11.30	Group Analysis—Environmental Scan	Environmental scan—HO	☑
12.30	Lunch		
14.00	Group Analysis (Continued)	Environmental scan—HO	☑
15.15	Tea Break		
15.30	Environmental Scans—Seminar Presentations		
16.30	Day Ends		

Day Two—

09.00	Evaluating Managers	Assessment tools—Ppt	☑
10:00	Organizational Change	Organization and Culture—Ppt	☑
10.15	Tea Break		
10.30	Diagnosing Organizational Culture	Organizational exercise	☑
11.00	Case study: Challenges and Opportunities of the Digital Transition	Case study—Ppt Case study—HO	☑ ☑
12.30	Lunch		
14.00	Case study (Continued)		☑
15.15	Tea Break		
15.30	Case Study—Seminar Presentations		
16.30	Seminar Closing		



Managerial Decision Making in a Time of Change

ENVIRONMENTAL SCAN

An environmental scan is a process that provides decision makers with information on the internal conditions of an organization as they relate to the external realities within which the organization operates. This process permits managers to understand interconnections among different actors and agencies in the external environment. In the end, the goal in an environmental scan is to have a clear set of guidelines that will be used to plan and to make decisions, taking into account organizational internal conditions and the external environmental factors.

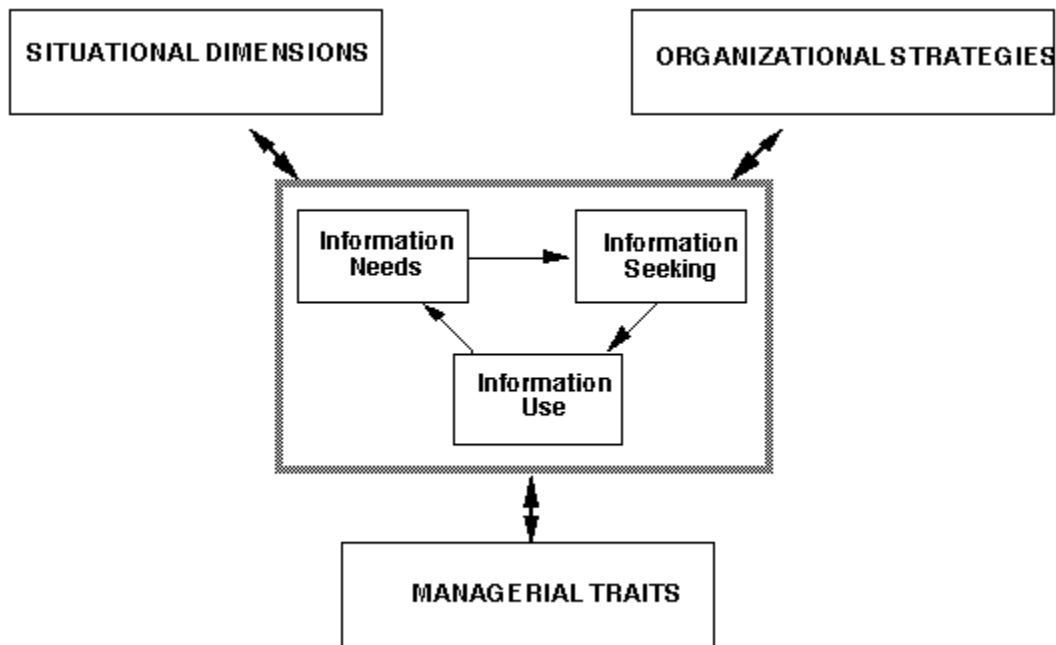
The core concept of an environmental scan is that no organization exists in a vacuum. Each one is placed within a context that both limits the organizational possibilities and affords it opportunities to exploit its unique capabilities. The purpose of an environmental scan, therefore, is to identify those externalities that affect the organization, not only at the present time, but also factors that will play important roles in shaping the future of the organization.

This procedure begins with an internal review of the organization—what are its specific assets, both material and in terms of human resources? Particularly important are the so-called “hidden assets” that exist but are often overlooked because of their intangibility and abstractness. A quick review might not capture these assets, but they can be vitally important, as for example the knowledge of staff members or special positioning of an organization with respect to its competitors.

The next step in the process is to define and evaluate the organization’s “task environment.” This is accomplished by a survey of the organization’s varied interactions with external groups and stakeholder relationships.

The final step is an examination of whole external environment. Here the focus is particularly on developments within the organization’s field and on trends that may be emerging that influence organizational-environmental interactions.

Scanning is a mode of information utilization in which **information needs** are identified, then **information seeking** will be undertaken, and **information uses** finally implemented. This can be seen in the model illustrated in the following figure adapted from Choo 2001: 86, *Environmental scanning as information seeking and organizational learning*.



Environmental Scan Details

Normally, an environmental scan would be conducted over weeks or months, and extensive data would be collected and analyzed in the process. We will carry out this brief exercise using the knowledge that participants bring to the seminar. Seminar members are asked to review relevant data and information about broadcasting in their own markets prior to joining the seminar, so that each will be prepared to contribute to this collective effort.

Members of the seminar will be divided into three teams (ideally of four persons each) based on perceived common conditions existing for broadcasting within their markets, the scale of their broadcasting operations, and extent of their media market.

The day will end with each team reporting on the results of its environmental scan—highlighting the trends observed within their markets and the resulting conclusions about interactions of their organizations with their external environments.



**Sub-regional Seminar on
*Managerial Decision Making in a Time of Change***

ASSESSMENT TOOLS FOR EXECUTIVE MANAGERS

Media managers in the U.S. use a number of measures to assess the skills, competencies, and personality attributes for successful managers. These tools offer the opportunity to determine (and reflect upon) the most relevant competencies among senior-level managers, as well as managers that report to high-level managers. Participants will complete two managerial self-assessments, receive feedback of results among the group of participants, and will compare results with data collected among senior managers in the U.S.

- The General Manager Competency Assessment provides the opportunity for participants to prioritize the most important competencies needed for senior-level managers (and/or managers that report to them) during times of change
- The Attributes for Career Success instrument assesses the personality qualities believed to be important for managerial success in dynamic media professions. This measurement tool is particularly relevant to identify the qualities needed to develop effective current and future media managers.

General Manager Competency Assessment

On the following pages are a set of skills/competencies—some may be more important than others for successful performance as a mid- to upper-level manager (general manager, market manager, regional manager, vice-president) at a media company. You are provided with a brief description of each to ensure that everyone interprets them in the same way.

Sort the items based on how important you believe that they are to successful job performance. You are given space to list up to 10 competencies in each section. Do not exceed this number for any one category.

CRITICAL: It is absolutely necessary to have this as a real strength to perform successfully in the job. In other words, if this characteristic isn't one of your primary assets or a skill in which you excel, you will nearly always fail in the role.

IMPORTANT: It is difficult (but not impossible) to perform successfully at times without this as a strength. You might be able to get by in some situations because of other strengths that are more important or because you have *just enough* of this ability.

NICE TO HAVE: It is easier to perform successfully with this as a strength, but a GM can be successful without this quality as a strength. It might be a characteristic that is more important for others to have as a strength or it might just be one of those things that is less important than other business skills.

LEAST IMPORTANT: It is not necessary to have this as a strength to perform successfully. It is not really relevant to the business and the job; or perhaps it is only important for *other* people in the company but not the management.

LIST OF COMPETENCIES

<u>Listening</u>	Practices attentive and active listening; conveys understanding of the comments and questions of others; hears people out
<u>Approachability</u>	Is easy to approach and talk to; spends the extra effort to put others at ease; encourages the open expression of ideas and opinions
<u>Presentation skills</u>	Prepares and delivers clear, smooth presentations; can manage group processes; can change tactics midstream when something isn't working
<u>Written communication</u>	Conveys information clearly and effectively in both formal and informal documents; reviews and constructively edits written work
<u>Planning</u>	Develops short- and long-range plans that are appropriately comprehensive, realistic, and effective in meeting goals; integrates the planning process across departments
<u>Goal setting</u>	Sets objectives and goals; breaks down work into the process steps; develops schedules and assignments
<u>Priority setting</u>	Spends time and the time of others on what's important; quickly zeros in on the critical issues and puts the trivial aside; creates focus
<u>Strategic agility</u>	Considers a broad range of internal and external factors when solving problems and making decisions; uses information about the market and competitors in making decisions; recognizes strategic opportunities

<u>Hiring/staffing</u>	Is a good judge of talent; hires the best people from inside and outside; is not afraid of selecting strong people
<u>Sizing up people</u>	After reasonable exposure, can clearly articulate strengths and weaknesses of people inside and outside the organization; can accurately project what various people are likely to do across a variety of situations
<u>Delegation</u>	Clearly and comfortably delegates both routine and important tasks and decisions; broadly shares both responsibility and accountability; tends to trust people to perform; does not micromanage
<u>Builds relationships</u>	Relates to people in an open, friendly, accepting manner; shows sincere interest in others and their concerns; initiates and develops relationship with others as a key priority
<u>Political savvy</u>	Can maneuver through complex political situations effectively and quietly; is sensitive to how people and organizations function; anticipates “land mines” and plans accordingly; works to adjust to the reality of corporate politics
<u>Leverage networks</u>	Uses informal networks to get things done; builds strong external networks with people in the industry; identifies and cultivates relationships with key stakeholders
<u>Values diversity</u>	Shows and fosters respect and appreciation for each person, regardless of background, race, age, gender, values, lifestyle, and interests; seeks to understand others’ worldview
<u>Conflict Management</u>	Steps up to conflicts, seeing them as opportunities for improvement; can hammer out tough agreements and settle disputes equitably; brings conflict into the open and attempts to resolve it collaboratively
<u>Managerial courage</u>	Steps forward to address difficult issues; puts self on the line to deal with important problems; willing to fight for strong beliefs and ideas even if it means standing alone
<u>Coach/Develop</u>	Accurately assesses strengths and development needs of employees; gives timely, specific feedback and helpful coaching; provides challenging assignments and opportunities for development
<u>Champion change</u>	Challenges the status quo and champions new initiatives; acts as a catalyst for change and stimulates others to change; paves the way for needed changes
<u>Innovation management</u>	Has a sense about managing the creative process of others; can facilitate brainstorming; has good judgment about which creative ideas and suggestions will work
<u>Creativity</u>	Comes up with a lot of new and unique ideas; tends to be seen as “original” and good in brainstorming sessions
<u>Action oriented</u>	Is action oriented and full of energy for the things that are seen as challenging; seizes opportunities when they arise; follows through on plans and ideas
<u>Uses financial data</u>	Establishes realistic budgets; understands and uses financial and quantitative information to effectively manage
<u>Technical expertise</u>	Is regarded as an expert in the technical/functional area; possesses up-to-date knowledge in the profession and industry

<u>Business acumen</u>	Knowledgeable in current and possible future policies, practices, trends, and information affecting the industry and organization; knows the competition; is aware of how strategies and tactics work in the marketplace
<u>Manage profitability</u>	Emphasizes the need to contribute to the organization's profitability; makes decisions that enhance the organization's financial position
<u>Customer focus</u>	Is dedicated to meeting the expectations and requirements of internal and external customers; talks and acts with customers in mind; establishes and maintains effective relationships with customers
<u>Promote corporate citizenship</u>	Fosters wise use of scarce resources; works on community issues relevant to the business; devotes time and effort to future resources
<u>Acts with integrity</u>	Shows consistency among principles, values, and behavior; builds trust with others through own authenticity and follow-through on commitments
<u>Adaptability/flexibility</u>	Can effectively cope with change; can decide and act without having the total picture; is willing and able to adjust to multiple demands, shifting priorities, and ambiguity
<u>Self-development</u>	Actively pursues learning and self-development; seeks feedback and welcomes unsolicited feedback; actively works to continuously improve self
<u>Analytical ability</u>	Gathers relevant information systematically; considers a broad range of issues or factors; grasps complexities and perceives relationships among problems or issues; uses sound logic in analyses
<u>Team building</u>	Creates strong morale and spirit in the team; shares wins and successes; when the company is successful, conveys the feeling that it is everyone's success; creates a feeling of belonging among team members
<u>Negotiating</u>	Can negotiate skillfully in tough situations with both internal and external groups; can win concessions without damaging relationships; can be both direct and forceful as well as diplomatic
<u>Fairness</u>	Treats employees equitably; does not play favorites; acts fairly
<u>Intellectual prowess</u>	Is bright and intelligent; deals with concepts and complexity comfortably; described as intellectually "sharp," capable, agile
<u>Ego in check</u>	Values opinions and ideas of others; does not always think s/he has the right answer
<u>Competitive</u>	Has a strong desire to win, to be the best, to achieve difficult goals
<u>Patience</u>	Is tolerant with people and processes; waits for others to catch up before acting; follows established process; listens and checks before acting
<u>Managing vision</u>	Creates and communicates a compelling and inspired vision and sense of core purpose; is optimistic; creates mileposts and symbols to rally support behind the vision
<u>Composure</u>	Is cool under pressure; can be counted on to hold things together during tough times; can manage personal stress; is a settling influence in a crisis
<u>Caring</u>	Is interested in the work and non-work lives of employees; asks about their plans, hopes, problems, and desires; knows about their concerns and questions; demonstrates concerns for the well-being of employees

ANSWER SHEET

CRITICAL	IMPORTANT	NICE TO HAVE	LEAST IMPORTANT
absolutely necessary to have this as a strength	difficult to perform successfully at times without this as a strength	easier to perform successfully with this as a strength but can be successful without it	not necessary to have this as a strength

What factors lead to a successful career in the media industries?

Hello! We would like to have you as a respondent for this survey on the factors towards a successful career in communication and media. Dr. Roger Cooper of the Ohio University College of Communication is conducting this survey.

This questionnaire takes about 15 minutes to answer and will ask you to evaluate the importance of various attributes, job sources, and venues for skills development towards a successful career in our field. Your responses will be included in a statistical database from which summary tables and statistics will be done. You will not be identified individually and your responses will be kept confidential.

A. Career Attributes. On a scale ranging from 1 (Extremely Unimportant) to 7 (Extremely Important), please rate the following attributes in terms of their importance towards a successful career in your profession. Please circle the number that best indicates the importance of each attribute.

Towards a successful career in your current profession, how important is this attribute?	Extremely Unimportant	Very Unimportant	Unimportant	Neither Unimportant nor Important	Important	Very Important	Extremely Important
1. <i>Adaptable.</i> Able to adjust easily to different conditions	1	2	3	4	5	6	7
2. <i>Adventurous.</i> Inclined to undertake new and daring activities	1	2	3	4	5	6	7
3. <i>Ambitious.</i> Having a strong desire to be successful	1	2	3	4	5	6	7
4. <i>Articulate.</i> Coherently expressive of thoughts, ideas, or feelings	1	2	3	4	5	6	7
5. <i>Artistic.</i> Good at creative expression	1	2	3	4	5	6	7
6. <i>Attractive.</i> Physically good-looking	1	2	3	4	5	6	7
7. <i>Charismatic.</i> Able to inspire enthusiasm, interest, or affection	1	2	3	4	5	6	7
8. <i>Collaborative.</i> Good at teamwork	1	2	3	4	5	6	7
9. <i>Competitive.</i> Inclined toward wanting to achieve more than others	1	2	3	4	5	6	7
10. <i>Confident.</i> Self-assured in having the abilities needed to succeed	1	2	3	4	5	6	7
11. <i>Connective.</i> Able to develop and maintain relationships	1	2	3	4	5	6	7
12. <i>Courageous.</i> Able to face or deal with uncertainty, danger or fear	1	2	3	4	5	6	7
13. <i>Decisive.</i> Able to make definite choices	1	2	3	4	5	6	7
14. <i>Disciplined.</i> Having self-control	1	2	3	4	5	6	7
15. <i>Empathetic.</i> Able to identify with someone else's feelings	1	2	3	4	5	6	7
16. <i>Enterprising.</i> Able to initiate new projects energetically	1	2	3	4	5	6	7
17. <i>Extroverted.</i> Being outgoing, friendly and sociable	1	2	3	4	5	6	7
18. <i>Humorous.</i> Able to provoke laughter	1	2	3	4	5	6	7
19. <i>Individualist.</i> Asserting independence of thought and action	1	2	3	4	5	6	7
20. <i>Intelligent.</i> High degree of mental capacity	1	2	3	4	5	6	7
21. <i>Intuitive.</i> Trusting of one's instincts	1	2	3	4	5	6	7
22. <i>Investigative.</i> Curiosity about issues and processes	1	2	3	4	5	6	7
23. <i>Loyal.</i> Being faithful to others	1	2	3	4	5	6	7
24. <i>Lucky.</i> Being at the right place at the right time	1	2	3	4	5	6	7
25. <i>Open-minded.</i> Receptive to new ideas	1	2	3	4	5	6	7
26. <i>Organized.</i> Working in a systematic and efficient way	1	2	3	4	5	6	7
27. <i>Passionate.</i> Having an intense desire	1	2	3	4	5	6	7
28. <i>Persistent.</i> Tenacity in continuing despite obstacles and difficulties	1	2	3	4	5	6	7
29. <i>Personable.</i> Having a pleasant personality	1	2	3	4	5	6	7
30. <i>Persuasive.</i> Able to gain support for one's ideas	1	2	3	4	5	6	7
31. <i>Pragmatic.</i> Practical and well-grounded	1	2	3	4	5	6	7
32. <i>Precise.</i> Being exact and accurate	1	2	3	4	5	6	7
33. <i>Principled.</i> Showing careful regard for what is right	1	2	3	4	5	6	7
34. <i>Reliable.</i> Dependability in delivering what is expected or promised	1	2	3	4	5	6	7
35. <i>Resourceful.</i> Able to solve problems imaginatively	1	2	3	4	5	6	7
36. <i>Self-aware.</i> Having a balanced and honest view of oneself	1	2	3	4	5	6	7
37. <i>Self-entitled.</i> Having a right to certain opportunities or privileges	1	2	3	4	5	6	7
38. <i>Stable.</i> Being of steady and calm temperament	1	2	3	4	5	6	7
39. <i>Talented.</i> Showing an exceptional ability	1	2	3	4	5	6	7
40. <i>Transgressive.</i> Going against conventional thinking and acting	1	2	3	4	5	6	7
41. <i>Visionary.</i> Having a keen sense of foresight	1	2	3	4	5	6	7
42. <i>Well-rounded.</i> Able to do many things well	1	2	3	4	5	6	7

Sources for Jobs and Skills Development. Using a scale from 1 to 7, please rate the following sources for jobs and skills development:

	Extremely Unimportant	Very Unimportant	Unimportant	Neither Unimportant nor Important	Important	Very Important	Extremely Important
B. How important are the following as sources for jobs in your profession?							
43. College career offices	1	2	3	4	5	6	7
44. Friends & family	1	2	3	4	5	6	7
45. Instructors/Professors	1	2	3	4	5	6	7
46. Internet job postings	1	2	3	4	5	6	7
47. Internship	1	2	3	4	5	6	7
48. Job fairs	1	2	3	4	5	6	7
49. Newspaper/Magazine listings	1	2	3	4	5	6	7
50. Professional connections	1	2	3	4	5	6	7
51. Professional organizations	1	2	3	4	5	6	7
52. Staffing agencies	1	2	3	4	5	6	7
53. Temporary help agencies	1	2	3	4	5	6	7
Others, please specify, then rate:	1	2	3	4	5	6	7
C. How important are the following as sources for developing your skills in your profession?							
54. Self-teaching	1	2	3	4	5	6	7
55. Post-graduation coursework	1	2	3	4	5	6	7
56. Peers/colleagues	1	2	3	4	5	6	7
57. On-the-job training	1	2	3	4	5	6	7
58. On-campus training	1	2	3	4	5	6	7
59. Internships	1	2	3	4	5	6	7
60. Industry workshops	1	2	3	4	5	6	7
61. Employer training	1	2	3	4	5	6	7
62. College degree	1	2	3	4	5	6	7
Others, please specify, then rate:	1	2	3	4	5	6	7

D. Opinion on Career Development. Using a scale from 1 to 7, please rate the following statements. Leave an item blank if it is not applicable.

Statements	Extremely Disagree	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Extremely Agree
63. Formal education is helpful to my current career.	1	2	3	4	5	6	7
64. My personality has evolved to fit my profession.	1	2	3	4	5	6	7
65. Money is important to my definition of success.	1	2	3	4	5	6	7
66. One can develop the attributes needed to succeed in my profession.	1	2	3	4	5	6	7
67. I maximized my educational experience towards being successful in my profession.	1	2	3	4	5	6	7
68. I am happy I chose this career.	1	2	3	4	5	6	7
69. My internship has been beneficial to my career.	1	2	3	4	5	6	7
70. Personality is a key factor in career success.	1	2	3	4	5	6	7
71. I feel secure in my long-term employment in my current job.	1	2	3	4	5	6	7
72. My job requires continuing training.	1	2	3	4	5	6	7
73. I am dissatisfied with my choice of career.	1	2	3	4	5	6	7
74. One is born with the attributes needed to succeed in my profession.	1	2	3	4	5	6	7
75. Formal education helped me develop the attributes that are important in my profession.	1	2	3	4	5	6	7
76. I feel that I have a good work life.	1	2	3	4	5	6	7
77. The attributes I thought were important to career success while I was in school have remained the same.	1	2	3	4	5	6	7
78. My values have changed since I became a media professional.	1	2	3	4	5	6	7

E. Work and Demographic Profile. Please select the appropriate answer or fill in the blank.

79. Gender	① Male	② Female
80. Age		
81. Ethnicity	① White, non-Hispanic ② Black, non-Hispanic ③ Hispanic	④ Asian ⑤ Other, please specify:
82. Marital status	① Single (Never married) ② Married	③ Divorced ④ Other, please specify:
83. Employment status	① Unemployed (skip to 90) ② Employed, Part-time	③ Employed, Full-time ④ Other, please specify:
84. What is your current job title?		
85. Briefly describe your current position/area of expertise.		
86. Which industry best describes your current profession?		
① Advertising ② Film ③ Games ④ Internet ⑤ Magazine	⑥ Marketing ⑦ Multimedia ⑧ Newspaper ⑨ Public Relations ⑩ Radio	①① Recording ①② Research ①③ Telecommunications ①④ Television ①⑤ Other, please specify:
87. How long have you worked in your current profession?		
88. In which city is your current position		
89. Company you are currently working for		
90. Have you previously worked in any other media industry?	① Yes (Proceed to 91) ② No (Skip to 92)	
91. In which industries have you previously worked? Check ALL that apply.		
① Advertising ② Film ③ Games ④ Internet ⑤ Magazine	⑥ Marketing ⑦ Multimedia ⑧ Newspaper ⑨ Public Relations ⑩ Radio	①① Recording ①② Research ①③ Telecommunications ①④ Television ①⑤ Other, please specify:
92. What was your gross income during the last 12 months?	① Less than \$25,000 ② \$25,000 to 49,999 ③ \$50,000 to 74,999	④ \$75,000 to 99,999 ⑤ \$100,000 to 199,999 ⑥ \$200,000 or more
93. What benefits do you currently receive? Check ALL that apply.	① No benefits ② Health Insurance ③ Deferred income plan (profit sharing, stock option)	④ Retirement Plan ⑤ Others, please specify:
94. How many paid media-related jobs/positions have you had in the past 12 months?	① None ① One ② Two	③ Three ④ Others, please specify
95. How many paid NON-media-related jobs/positions have you had in the past 12 months?	① None ① One ② Two	③ Three ④ Others, please specify
96. In the last 12 months, what percentage of your gross income was from media-related work?		

97. What is your educational background?		
① Less than high school	⑤ College graduate (answer below)	⑥ Post-graduate (answer below)
② High school graduate	98. University _____	99. University _____
③ Some college	100. Major _____	101. Major _____
④ Vocational/Technical School	102. GPA (e.g. 3.21) _____	103. GPA (e.g. 3.21) _____
104. Did you have an Internship?		① Yes (Proceed to 105) ② No (Skip to 108)
105. In which industry was your internship? Check ALL that apply.		
① Advertising	⑥ Marketing	①① Recording
② Film	⑦ Multimedia	①② Research
③ Games	⑧ Newspaper	①③ Telecommunications
④ Internet	⑨ Public Relations	①④ Television
⑤ Magazine	⑩ Radio	①⑤ Other, please specify:
106. In which city did you have your internship?		
107. Was your internship paid?		① Paid ② Unpaid
108. What was your first media-related job?		
109. In what year did you get your first paid media-related job?		
110. In which city was your first paid media-related job?		
111. How many years in total have you worked in media-related industries?		

F. Opinion on Career Success. Please briefly answer the following questions.

112. What is your definition of “professional success?”
113. What are the constraints to achieving success in your profession?
114. Do you have any additional thoughts about career success?

Thank you very much!

If you would like a summary of the results, please e-mail Dr. Roger Cooper at cooperr@ohio.edu.



Sub-regional Seminar on Managerial Decision Making in a Time of Change

ORGANIZATIONAL CULTURE

Please answer the following six questions on your organization's way of working. You can use the results of your answers to diagnose your own organization's organizational culture and to compare it with the organizational cultures found in other organizations.

Each of these items contains four descriptions of organizations. Please distribute 100 points among the four descriptions depending on how similar each description is to your own organization. None of the descriptions is any better than the others—they are just different. For each aspect of corporate culture be certain the total of A + B + C + D = 100 points.

In item 1, for example, if organization A seems very similar to yours, B seems somewhat similar, and C and D do not seem similar at all, you might give 70 points to A and the remaining 30 points to B.

1. Dominant Characteristics (Distribute 100 points)

- a. ____ Organization A is a very personal place. It is like an extended family. People seem to share a lot of themselves.
- b. ____ Organization B is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.
- c. ____ Organization C is a very formalized and structured place. Bureaucratic procedures generally govern what people do.
- d. ____ Organization D is very competitive in orientation. A major concern is with getting the job done. People are very production and achievement oriented.

2. Organizational Leader (Distribute 100 points)

- a. ____ The head of organization A is generally considered to be a mentor, a facilitator, or a parent figure.
- b. ____ The head of organization B is generally considered to be an entrepreneur, an innovator, or a risk taker.
- c. ____ The head of organization C is generally considered to be a coordinator, an organizer, or an efficiency expert.
- d. ____ The head of organization D is generally considered to be a hard driver, a producer, or a competitor.

3. Organizational Glue (Distribute 100 points)

- a. ____ The glue that holds organization A together is loyalty and commitment. Cohesion and teamwork are characteristics of this organization.
- b. ____ The glue that holds organization B together is a focus on innovation and development. The emphasis is on being at the cutting edge.
- c. ____ The glue that holds organization C together is formal procedures, rules, or policies. Maintaining a smooth-running organization is important.
- d. ____ the glue that holds organization D together is an emphasis on production and goal accomplishment. Marketplace aggressiveness is a common theme.

4. Organizational Climate (Distribute 100 points)

- a. _____ The climate inside organization A is participative and comfortable. High trust and openness exists.
- b. _____ The climate inside organization B emphasizes dynamism and readiness to meet new challenges. Trying new things and trial-and-error are common.
- c. _____ The climate inside organization C emphasizes permanence and stability. Expectations regarding procedures are clear and enforced.
- d. _____ The climate inside organization D is competitive and confrontational. Emphasis is placed on beating the competition.

5. Criteria of Success (Distribute 100 points)

- a. _____ Organization A defines success on the basis of its development of human resources, teamwork, and concern for people.
- b. _____ Organization B defines success on the basis of its having unique or the newest products. It is a product leader and innovator.
- c. _____ Organization C defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.
- d. _____ Organization D defines success on the basis of market penetration and market share. Being number one relative to the competition is a key objective.

6. Management Style (Distribute 100 points)

- a. _____ The management style in organization A is characterized by teamwork, consensus, and participation.
- b. _____ The management style in organization B is characterized by individual initiative, innovation, freedom, and uniqueness.
- c. _____ The management style in organization C is characterized by security of employment, longevity in position, and predictability.
- d. _____ The management style in organization D is characterized by hard-driving competitiveness, production and achievement.

Source: Cameron, 1985.



**Sub-regional Seminar on
*Managerial Decision Making in a Time of Change***

**CASE STUDY
*Challenges and Opportunities of the Digital Transition***

In the United States, June 12th, 2009 marked a significant milestone for digital media, as all U.S. television stations ceased analog transmissions. The analog-to-digital transition presented numerous challenges for broadcasters (and their audience) but also offered new opportunities. This case study will address those challenges and opportunities in five areas, within the context of economic, social, and political concerns:

- Transition process: timeline-how much digital, how soon (pass through network/syndicated programs, local digital-HD production capability)? What technological issues do we need to address (coverage area compared to analog, aspect ratio for DTV v. analog)?
- Multicasting: provide a single HDTV channel v. multiple streams of SDTV? How can stations best serve the local audience, and generate adequate viewership and income?
- Devices: opportunities for mobile television applications? New platforms for distribution, new types of content.
- Alternative and additional content: datacasting? What types of new uses for spectrum might be possible? Value added for existing broadcasts (e.g., sports stats, extra content), alternative services (e.g., first responder data, health services).
- Audience education: what do consumers need to know about digital TV? How should that information be conveyed?

Scenario Background:

Leadership in US broadcasting, both radio and television, has never been more crucial. The media are in jeopardy and conflicts are on the horizon.

U.S. broadcasting has been in economic turmoil since the mid-1990s; the recession only heightens the situation. Television audiences have been siphoned off by cable and the Internet to less than half of their previous century levels, and radio stations have been abandoned by their music audience for personal audio and video devices.

For survival, broadcasting has turned to consolidation and technology and combinations of the two.

Television networks have further vertically integrated adding production companies and cable networks to their traditional network and station combinations. Most network programming is either co-owned or co-produced by the network, and co-owned cable networks carry repurposed programming as well as off-network syndication. Though still not approved, NBCU is merging with Comcast, the nation's largest multiple system operator (MSO) with over twenty million cable subscribers.

Television stations have sought to consolidate on the local level. Within a television market, television stations have combined the news departments of co-owned stations or produced news for another television station in the market. In addition, airing syndicated programming across co-owned stations has increased the viewership in the critical early runs of expensive off-network programs.

The ownership of radio was deregulated by the Telecommunications Act of 1996 and subsequent consolidation resulted in the horizontal ownership of hundreds of stations, and, in the case of Clear Channel, over eighteen hundred stations. Despite the economies of scale, music stations lost audience, but talk radio found success by dominating the older, male demographic with co-owned syndicated conservative talk.

Digital conversion of television and the addition of digital service by radio stations have been slowed by the economy.

Digital television's dreams of multiple channels have not come to pass. In most markets there are one or two additional channels carrying local news repeats and updates, and, in fewer instances, one of several "networks" which emerged during the conversion.

High definition television, which required TV stations to invest millions of dollars for production equipment, have benefited cable systems more than broadcast stations. While audiences for local news have remained flat in the primary older demographics, cable subscribers have quickly adopted the HD box and its companion DVR service, further reducing the viewership of television advertising as measured by more exacting portable people meters (PPMs).

Where HD radio is available only a handful of sets can receive the signals, and what listenership exists is on the primary station's web site.

Broadcasters face additional challenges through conflicts between the stations and the networks, the stations and cable systems, and the stations and Internet airing of network programs.

Television networks are taking a close look at their affiliated stations and the costs of operating a broadcast network. Networks no longer compensate affiliates; however, preemptions continue as stations look for additional ad revenue in prime time through local sports and short-form syndicated packages. With cable and satellite serving nearly 80% of the viewing audience and strong owned and operated stations in the largest markets, how much would audience would a network lose by dropping the non-owned affiliates?

In an effort to secure an additional revenue stream, broadcasters led by Nexstar Communications have negotiated payments from cable systems for carriage of local stations. This has led to prolonged negotiations with cable systems sometimes resulting in blackouts of television stations on cable systems - Fox owned stations on Cablevision systems in New York and stations owned by Sinclair Communications on Time Warner systems in the Midwest. While negotiations have been successful thus far, cable carriage is more important to the broadcaster than the cable system.

Broadcasters have been somewhat successful in monetizing their stations' web sites, but not to the degree that the income is making up the declining advertising revenue from the over-the-air service. As the networks fight to keep control of their programs - for example, refusing to give access to Google Network - programs appear on the network sites and network-owned sites such as Hulu. Internet viewing further diminishes the value of network programs to deliver audience to the surrounding syndication and local news.

On the public service programming side, American public media is a mixed bag. Public television suffers from declining audiences and subsequent declining income from underwriting and subscribers. Public radio, on the other hand, has never been stronger. Programming around morning and evening two-hour newscasts provided by National Public Radio, public radio offers a mix of talk and alternative music to listeners who send in their checks; corporate and foundation support follow the listeners.

Leaders must do more than doing a better job of what is currently not working. Times call for transformative leadership to rethink the models - business and programming - and develop people who envision possibilities in multi-platform solutions to reaching audiences with information and entertainment.

Case Study Specifics

The 12 seminar participants will be divided into three teams of four (4) people each by the seminar leaders, with the goal of maximizing the exchange of ideas within each team. Thus, participants will be assigned to teams based on their individual positions within their organization, the scale of their broadcasting operations and extent of their media market, and the results of individual exercises earlier in the seminar. At the end of the day, each team will present their analysis of the case questions for full-group discussion.

Seminar leaders will introduce the case, which will be drawn from the digital transition process in the United States—a changeover that has now proceeded to its final stage. This case will present a broadcasting organization preparing for the transition from analog to digital broadcasting, facing five decision areas for managers, within the context of external economic, social, and political factors. Teams will be asked to present decisions and a strategic outline for their station regarding various aspects of the transition, including perhaps:

- The process—what are the benchmarks the organization needs to meet along the way to digital broadcasting, and what timetable will be needed to meet them? What capital will be required to fund the process?
- Multicasting—digital transmission provides many different broadcast configuration possibilities, from a single high definition program service to several services on a single channel of transmission; which option(s) will best serve the organization's audience and economic needs?
- Devices—how are people going to be receiving the organization's programs, now and in the future? What is the role of newer distribution platforms (mobile devices for TV, the internet) in the plan for digital broadcasting? How can the organization assure that its programming is compatible with as many distribution platforms as possible?
- Alternative and additional content—Should the organization create additional content beyond a single program service? What is the role of interactivity? Should the organization produce content only for certain distribution platforms (i.e., should it produce some shows only for broadcast and others only for online services)? Should the organization consider ways to incorporate user-generated content? Should it pursue uses for its spectrum that are possible in a digital environment but different from current broadcast content (e.g., datacasting)? What additional resources would be needed? What revenue opportunities are available?
- Audience information—what will the audience need to know about the organization's digital broadcasting initiatives? How is that information best conveyed to them. . .what is the organization's marketing plan going to look like?

NOTES: Some of these questions are typically answered through political processes rather than being entirely at the broadcasters' discretion (for example, in the U.S. the basic transition timeline was spelled out by federal regulations that obligated stations to be capable of digital transmission by specified dates). However, even in those instances where some decisions seem outside their hands, broadcasters have a role to play in the discussions that lead to those policy choices, and still have to determine how they will effectively implement strategy to meet their obligations.