电子媒介经营管理

第二版

MANAGEMENT OF ELECTRONIC MEDIA

second edition

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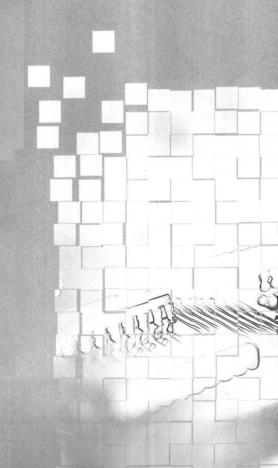
电子媒介经营管理

（第二版）

艾伦·B·阿尔巴朗

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《世界传播学经典教材》总序

龚文庠

　　传播学是上个世纪诞生于美国和欧洲的一门新兴学科,引进中国只有二三十年之久。五年前国家教育部才将它列入正式学科目录。中国经济持续高速发展,带动了媒体产业的大改革、大发展,传播学就成了顺应时代潮流的热门学科。

　　然而由于这是一门年轻的"舶来"学科,按照一些学者的说法,尚处在从"译介"到"本土化"的初级阶段。在教学、研究的过程中,我们常感到对一些术语、概念、理论难以把握,往往是众说纷纭、莫衷一是,有时在激烈争论之后才发觉问题出现在翻译上。例如将communication 译为"传播",有人就方便地将传播误解为"宣传＋广播"。有人将新闻与传播混为一谈,用"新闻传播学"(news communication)来涵容传播学。有人说,新闻学研究新闻媒体,新闻媒体就是大众媒体,所以新闻学与传播学没有多大区别,因为新闻学研究的就是大众传播。于是出现了将传播学视为新闻学之分支的怪现状。究其原因,一些模糊或错误概念的产生,根子还在对原义的理解。例如英文 communication 在中文里没有对等词,译为"传播"是很勉强的。communication 含有双向的意思,如: to share or exchange opinions (*Longman Dictionary of Contemporary English*),而中文的"传播"有明显的从一方传往另一方的倾向。如果直接阅读英文词典或原著中对 communication 的界定和解释,就很容易把握原义,在讨论中也可以避免因译文歧义而白费口舌。

　　以本人阅读译文的亲身体验为例。在读亚里士多德的《修辞学》时我查看了几种英文译本,其中最令我受益的是 1926 年的译本,它采用希腊文原文与英译文逐页对照的版式。其他英译本多将书名译为"*Rhetoric*"(中国人民大学出版社的最新中文译本也译为《修辞学》),而 1926 年英译本却译为"*Aristotle's 'Art' of Rhetoric*"。这是按照希腊文原版本直译出来的,中文对应译文为《亚里士多德的讲演"读本"》。希-英对照译本传达了其他译本中"损失"掉的一个重要的意义:"art"在希腊文中是多义词,此处的 art 意为handbook(读本、手册),也就是讲演手册。亚氏写此书的背景是,他不满于当时"智者派"(Sophists)们撰写的多种读本(art),于是自己写一部读本来正本清源,因而书名为《亚里士多德的讲演"读本"》。如果不是读到 1926 年的希-英对照译本,笔者就无法了解原著书名所含有的如此重要而丰富的信息。

　　我们当然不能一概否定和取消翻译,因为没有翻译,不同文化之间就无法交流,艺术家、科学家、思想家的智慧就不可能为全世界共享,人类文明也不可能像今天这样灿烂。

然而目前我们的翻译作品,尤其是学术著作的翻译中,存在着浮躁、不负责任的风气。我们需要大力提倡认真、严谨的译风,像严复那样,"一名之立,旬月踌躇"。对于学术译作,如果有条件,我们还应当尽量提供方便,让读者在遇到疑问时能够查对原文。

基于以上理由,北京大学新闻与传播学院决定编选这套《世界传播学经典教材》书系,分为英文版和中文版两类。英文版为原著影印本,加上我们的导读和部分译文;中文版为全文翻译,而每部英文中译本都有原作可以对照。

这套书系选取下列类型的著作:1. 传播学中有影响的名著,如曾 10 次再版的《说服:接受与责任》(*Persuasion:Reception and Responsibility*)。2. 传播学的重要分支学科,如《组织传播:理论学派与传播过程》(*Organizational Communication:Approaches and Processes*)、《跨文化交流》(*Communication Between Cultures*)、《媒介法原理》(*Major Principles of Media Law*)、《电子媒介经营管理》(*Management of Electronic Media*)等。3. 综合性研究,如《媒介研究:文本、机构与受众》(*Media Studies:Texts, Institutions and Audiences*)、《影响的互动:新闻、广告、政治与大众媒介》(*The Interplay of Influence:News, Advertising, Politics, and the Mass Media*)等。书系中所有影印本和中译本都将依据我们获得版权的原著最新版本。

书系的编选将采取开放式,除已经取得版权的十几种著作,还将陆续纳入新的选题。传播学理论的译介是一项庞大的工程,我们欢迎并希望更多同行、专家和有志者参与其事,互相切磋,共同推进传播学在中国的发展。

书籍的前言中经常流行一句套话:由于时间仓促,水平有限,错误在所难免,请读者见谅。有人批评说,时间仓促就不要急着出书,水平有限就应当等水平够格再发表,怎么反过来要求读者原谅呢?这话说得真好。我们将以严肃负责的态度,尽力把好本书系的质量关。读者诸君如发现问题,恳请不吝赐教。

导　读

谢新洲

随着我国加入 WTO,人们对于媒介的产业性质的认识越来越深刻了。我国媒介行政主管部门进行了一系列改革,提倡"事业单位、企业经营",进一步放开和改革我国媒体的经营管理模式和观念,加大了我国媒体行业的产业开发力度。伴随着媒介行业改革的推进,学术界对于媒介经营管理理论的研究也逐渐展开,并呈现出蓬勃发展之势。

在国外,特别是在传媒产业化发达的美国,对于媒介经营管理的研究已经开展了很多年,具有较成熟的业界经验和研究成果。媒介经营管理已经成为传播学和管理学相结合的一个新兴领域。媒介具有普通的产业所不具备的特殊性质。与一般企业不同,媒介服务于一个二元产品市场,并且对经济、文化、社会等各个方面产生巨大的影响,因此媒介的经营管理不能简单地等同于一般企业的经营管理。为此,在美国,众多的新闻传播学院都开设了媒介经营管理的课程,从媒介的组织、人事、财务、融资、市场运作、营销、道德规范、政策、法规等各个角度,对媒介的经营管理进行探讨,寻求方法,以便更好地适应传媒这个特殊产业的特性,进行有效的经营管理活动。

在美国,电子媒介大多数是以商业方式运作的,并在美国的信息传媒产业中占据了举足轻重的地位。电子媒介的影响力远远超过了平面媒介,再加上资源的限制等因素,电子媒介在西方社会中所受到的管制大大超过平面媒介。而电子媒介的产品也是异常丰富,其所面对的不仅仅是观众和广告商所组成的二元市场,还面对着节目销售、影音制作等三元甚至四元市场。这些因素使得电子媒介的经营管理相对平面媒介来说,显得更加复杂,这也是电子媒介经营管理引起传媒、经济、管理等领域越来越多的学者兴趣的原因。

自上个世纪九十年代以来,电子媒介产业所赖以生存的技术、市场、政策、法规、经济全球化和社会力量等诸多因素发生了翻天覆地的变化。这些变化给广播、无线电视、有线电视和电信产业的经营理念和管理模式带来了戏剧性的革命。

1996 年美国《电信法》的出台是一个标志性事件。对同质媒介产业链内部以及跨媒介所有权限制的松动使得大手笔的收购与兼并此起彼伏。节目辛迪加、电视网、电视台、电影制片公司、有线电视网和有线系统运营商以及电话公司所组成的原有竞争格局被打破,通过横向和纵向整合而产生的电子媒介集团迫使管理者和研究者不得不重新审视人们已经习以为常的管理结构。此外,宽带传输、数字电视、直播卫星和互联网等新技术的兴起和普及,以及全球娱乐和信息市场的出现,都对管理环境的变化产生了影响。

电子媒介从业人员结构的变化是摆在管理层面前的一个日益凸现的问题。拉丁裔、亚裔和美国黑人在员工中所占的比例逐步升高,越来越多的女性活跃在屏幕前后的第一线,现代化信息收集和发布对电子媒介从业人员的知识水平和技术能力要求越来越高,这一切都使得电子媒介行业从招聘到考核到晋升再到解雇的人事管理过程必须顺势而动,谋求建立更直接、更有效的组织结构和过程。

健康管理模式的设计和良性运转离不开系统成熟而又不乏新意和动力的管理理论的支持。本书对管理学的古典学派、人际关系学派和现代学派的精要进行了介绍和剖析,以期指导我们在电子媒介行业建立一种动态的、不断发展的管理过程。

伦理和道德问题是所有有关电子媒介——无论是内容层面还是管理层面——的书籍文章之必谈话题,但似乎大部分作品在这一领域上都是在做简单的重复。本书终于让人看到了一点新意,从为了谈伦理而谈伦理的窠臼中摆脱出来。本书向我们展示的,是由伦理准则和使命陈述来规定的伦理决策规范与服务于公众和市场两个层面的管理目标之间所形成的和谐共处与良性互动。从亚里士多德的中庸之道抑或是霍金斯的社会责任理论之中,读者应该不难找到解决电子媒介组织管理过程中存在的伦理难题的一些启示。

电子媒介管理的核心是针对目标市场和目标受众所进行的节目管理。本书以电子媒介的行业类型(广播、电视和有线电视)为经线,以节目的制作和发行层次为纬线,对电子媒介的节目设计与运营过程进行了梳理,并同时与市场类型、受众结构相比照,构建了一个科学严谨但又不失形象生动的节目管理立体模型。

好的节目制作出来,管理过程已经成功了一半,但如果无法顺利地传递到受众以及广告主手中,或是他们不买你的帐,那么功败垂成的局面是最令人沮丧的。这该是到了营销和推广施展手脚的时候了。本书对基本的营销原则和战略进行了介绍,告诉你征服广告主和受众的"一箭双雕"、"一石二鸟"的秘诀。

对新闻和新闻部门的管理及其在电子媒介管理过程中所扮演的重要角色,以及对互联网在电子媒介管理过程中所产生的影响这两个课题的研究,是本书第二版的最新变化。电子媒介组织利用互联网改善内部管理流程并同时去补充和拓展传统的业务边界,新旧媒体竞争又共生的关系是业界和学界最炙手可热的话题。

此外,财务管理和政策法规影响也是本书所讨论的重要内容。

案例教学是电子媒介经营管理教学研究保持活力的不二法门。每章结尾处的最新案例,会激发读者对各种管理题目进行思考和讨论。身处管理者位置的你,尽可以利用在本书中学到的思想和模型,并且充分发挥你的想象力和创造力,为电子媒介行业的未来思索、抉择。

本书的实践经验总结和理论模型推衍源自于具有深厚电子媒介文化传统的北美大陆。其作者,北德克萨斯大学教授艾伦·B·阿尔巴朗在执教课堂之前,曾数十年供职于

广播电视媒体。他从一个基层工作人员进入管理层再转变成媒介管理学教育者的经历，使得本书既非照本宣科的枯涩玄学，也不是细枝末节的杂乱拼凑，而是既可供电子媒介行业管理者决策行动参考之鉴、也可供电子媒介管理学专业人士研究教学之用的案头必备之物。

　　本书旨在帮助读者理解电子媒介管理所面临的不断变化的世界。作为一本教科书，本书的主要读者群当是新闻与传播学院系的本科生和研究生，但它对于电子媒介的管理者和从业者来说也同样极具参考价值。

Preface

The electronic media industries experienced sweeping changes during the 1990s. Driven by technological, economic, regulatory, global, and social forces, these changes have had a dramatic impact on management in the radio, television, cable, and telecommunication industries.

Just a decade ago, media managers faced a very different set of challenges. There was less competition for audiences and advertisers. Regulators imposed many guidelines, including those that prevented multiple ownership of stations within the same market and cross-ownership among broadcasters, networks, cable operators, and telephone companies. The potential of new communication technologies, such as broadband distribution, digital television, and direct broadcast satellites, was not understood. Electronic mail, fax machines, and the Internet had little meaning for electronic media managers.

Today, media managers face a unique and rapidly changing environment. Competition is intense. Technology has created convergence among media industries, blending computers, programming, and distribution systems. Mergers and acquisitions have changed the makeup of the key players who operate networks, station groups, and cable companies. The elimination of regulatory barriers, the growth of strategic alliances and partnerships among media companies, and a global marketplace for entertainment and information have all contributed to the changing managerial environment.

Managers no longer manage a single operation. In many markets, electronic media managers may be responsible for several radio stations or two television stations. Given this hectic environment, multitasking has become a common characteristic of media managers. Coupled with structural changes, management of individual employees has changed in many ways, led by the changing composition of the workforce. The growth of ethnic populations, the presence of more women in the workforce, and new skills required of media employees have changed organizational cultures. Employees no longer must make an appointment to see their supervisor; in most organizations they simply send an email. Downsizing has produced leaner organizations and a more hectic pace.

This textbook is designed to help you understand the changing contemporary world of electronic media management. Though targeted primarily toward undergraduate and graduate students, this book will also be useful to media managers and practitioners. It focuses on domestic (U.S.) managerial topics, but where applicable, global issues are introduced. Every effort has been made to make the information not only relevant and timely but also understandable.

Chapter Review

Management of Electronic Media begins with an overview of electronic media in society. Chapter 1 introduces you to the main industries that make up the electronic media and also presents the various functions, skills, and roles of electronic media managers.

Chapter 2 examines the types of strategic alliances and partnerships found across the electronic media, with a particular emphasis on mergers and acquisitions. This chapter includes a discussion of factors influencing the formation of alliances.

Chapter 3 centers on ethics in electronic media management. This chapter examines types of ethics, ethical norms, and situations in which ethics are challenged in the management of electronic media organizations.

Chapter 4 provides a discussion of management theory by examining the three schools of management thought. Contemporary managerial theories and their application to the electronic media are presented in this chapter.

Chapter 5 details the importance of financial management in an electronic media organization. The chapter includes sections on budgeting, financial statements, financial ratios, and financial analysis.

In Chapter 6, you will learn about personnel management by looking at recruitment, selection, orientation, and termination of employees. This chapter also covers the use of performance reviews and legal aspects of managing people.

Identifying target markets and audiences is the focus of Chapter 7. Readers will gain an understanding of the different types of markets, market structure, and the increasingly important use of audience research.

Programming strategies and distribution are discussed in Chapter 8 in the context of the radio, television, and cable industries, at both the national and local levels.

Marketing, an important business skill, is discussed in Chapter 9. You will find an introduction to basic marketing principles and strategies, along with information on marketing to advertisers and the role of promotion in marketing campaigns.

Chapter 10, one of two completely new chapters in this edition, is devoted to news and newsroom management. News plays an increasingly important role in the electronic media, and this chapter examines the importance of news and managerial topics related to managing the news department.

While the Federal Communications Commission remains the single greatest influence on telecommunications policy in the United States, all three branches of government and a host of other federal agencies impact the regulatory process. Chapter 11 reviews these influences and their impact on management.

Chapter 12, the other chapter new to this edition, is devoted to a discussion of the Internet and electronic media management. The Internet is being used in a variety of ways by electronic media organizations; this chapter reveals how management uses the Internet to complement and expand traditional lines of business.

Each chapter begins with an overview summarizing its contents. At the end of each chapter, you will find case studies that you can use to stimulate thought and discussion on various management topics. Most of the case studies in this second edition are new. Many cases put you in the role of an electronic media manager, requiring you to perform in a decision-making environment.

Throughout the book, tables and charts present data and other statistical information pertinent to each chapter. A glossary of key terms used in the text is also included for easy reference.

Acknowledgments

The second edition of this book is the product of years of experience and my interactions with a variety of media practitioners—first as an employee, then as a manager, and finally as a media educator and

consultant. In my own professional career, I have been fortunate to work with many good managers, first in the radio industry and later in television. Each of them in some way helped form my ideas about media management, as expressed in this work.

Many industry professionals have shared insight and advice to make this a contemporary and realistic book. In addition to the electronic media professionals who contributed to the first edition, this second edition benefited from insight gained from a number of other professionals. My thanks go to David Strickland (KTRK-TV), Dan Halyburton (KLIF/KPLX), Gary Corbitt (WJXT-TV), Brian Ongaro (Clear Channel Communications), and other professionals whom I have met through my involvement with the Broadcast Education Association.

WFAA-TV and the Belo Corporation provided a 1999 summer faculty internship that gave me unfettered access to a number of their managers. At WFAA, my thanks go to Kathy Clements-Hill, Dave Muscari, Connie Howard, John Irving, Cathy Reese, David Johnson, Beaven Els, Jim Glass, Deidre Davis, Steve Kennett, Nick Nicholson, Vic Savelli, David Walther, Sarah Smith, Vince Patton, Eric Goodner, and Danny Manly for spending hours answering questions. At the Belo corporate offices, my thanks go to Jack Sander, Cathy Creany, Flory Bramnick, John Miller, and Sherri Brennen. I also am grateful to Jamie Aitken and Steve Ackermann of TXCN. A big thank-you to Sherry Koeninger for organizing my internship experience.

A number of reviewers examined various chapters and made valuable suggestions that improved this book. My sincere thanks to Maria Williams-Hawkins, Ball State University; Bruce Klopfenstein, University of Georgia; Peter Ensel, SUNY–Plattsburgh; Sylvia Chan-Olmsted, University of Florida; Edward L. Morris, Columbia College–Chicago; Ted Carlin, Shippensburg University; and Cathy Perron, Boston University.

I am very grateful to Karen Austin, my editor at Wadsworth, for her advice, friendship, and patience throughout the preparation of this second edition. Karen is a true professional and a pleasure to work with, and I appreciate all of her encouragement, support, and enthusiasm for this project.

I am blessed with a loving family that has unselfishly supported my research and writing over the years. To my wife Beverly and my daughters Beth and Mandy, I offer my sincere gratitude and love.

Thanks also to my mother, Jean Albarran, for her support. I also appreciate the support of my faculty and staff in the Department of Radio, Television and Film at the University of North Texas.

In conclusion, this book is dedicated to the memory of the man who taught me the most about electronic media management—my former professor and mentor at Marshall University, Dr. C. A. "Ace" Kellner. Ace passed away in November 1996, his beloved wife Toni just after Christmas that same year. I miss both of them greatly. We grew to be close friends after his retirement, and I had the opportunity to visit the Kellners several times in their Florida home during the 1980s and 1990s. One of the greatest joys in my life was having him see the first edition of this book. He was so proud and honored to have the book dedicated to him. My only hope is that the second edition of this book will be helpful to students and inspire them to reach their full potential in life as Ace inspired me to do.

Alan B. Albarran
University of North Texas

Abbreviations and Acronyms

ABC—American Broadcasting Company
ACT—Action for Children's Television
AE—Account Executive
AM—Amplitude modulation
AOL—America Online
AQH—Average quarter hour
AR&D—Audience research and development
AT&T—American Telephone & Telegraph
AWRT—American Women in Radio and
  Television
BCFM—Broadcast Cable Financial
  Management Association
CAB—Cable Advertising Bureau
CBS—Columbia Broadcasting System
CEO—Chief Executive Officer
CHR—Contemporary hit radio
CNN—Cable News Network
CPM—Cost per thousand
CPP—Cost per point
DAB—Digital audio broadcasting
DARS—Digital Audio Radio Services
DBS—Direct broadcast satellite
DMA—Designated Market Area
DOJ—Department of Justice
DSL—Digital subscriber line
DTV—Digital Television
DVD—Digital Video Disc
EAS—Emergency Activation System
EBS—Emergency Broadcast System
EEO—Equal employment opportunity
EEOC—Equal Employment Opportunity
  Commission
EMRC—Electronic Media Ratings Council
ESPN—Entertainment Sports Programming
  Network
FAA—Federal Aviation Administration
FBC—Fox Broadcasting Company
FCC—Federal Communications Commission

Fin-Syn—Financial interest–syndication rules
FM—Frequency modulation
FRC—Federal Radio Commission
FTC—Federal Trade Commission
GI—Gross impressions
GM—General Manager
GRP—Gross rating points
GSM—General Sales Manager
HBO—Home Box Office
HDTV—High definition television
HH—Households
HR—Human Resources
HUT—Households using television
IAB—Internet Advertising Bureau
ISP—Internet Service Provider
IXC—Interexchange carrier
LAPS (test)—Of literary, artistic, political, or
  scientific value
LEC—Local exchange provider
LMA—Local marketing agreement
LSM—Local Sales Manager
LUR—Lowest-unit-rate
MBO—Management by Objectives
MCI—Microwave Communications, Inc.
MFJ—Modified Final Judgment
MMDS—Multipoint multichannel distribution
  services
MSO—Multiple system operator
MSTV—Maximum Service Television
MTV—Music Television
NAB—National Association of Broadcasters
NATPE—National Association of Television
  Program Executives
NBC—National Broadcasting Company
NCTA—National Cable Television Association
NHI—Nielsen Homevideo Index
NHSI—Nielsen Hispanic Station Index
NHTI—Nielsen Hispanic Television Index

NMMS—Nielsen Metered Market Service
NMS—Nielsen New Media Services
NPV—Net present value
NSI—Nielsen Station Index
NSM—National Sales Manager
NSS—Nielsen Syndicated Services
NTI—Nielsen Television Index
NTIA—National Telecommunications and
   Information Administration
PAX—Paxnet television network
P & L—Profit and loss
PCS—Personal communication services
PD—Program Director
PDA—Personal digital assistant
PEG—Public, educational, and government
   channels
PICON—Public interest, convenience, or
   necessity
P-O-M-C—Planning, organizing, motivating,
   ' controlling
PPM—Portable People Meter
PPV—Pay-per-view
PSC—Public service commission
PTAR—Prime-time access rule
PUC—Public utility commission
PUR—Persons using radio
PV—Present value
RAB—Radio Advertising Bureau

RADAR—Radio's All Dimensional Audience
   Research
RBDS—Radio broadcast data system
RBOC—Regional Bell operating company
ROR—Rate of return
RTNDA—Radio-Television News Directors
   Association
SBC—Southwestern Bell Corporation
SMATV—Satellite Master Antenna Television
SMSA—Standard metropolitan statistical area
SPJ—Society for Professional Journalists
SRDS—Standard Rate and Data Service
STV—Standard television
TCI—Tele-Communications, Inc.
TQM—Total quality management
TSA—Total Survey Area
TSL—Time spent listening
TVB—Television Bureau of Advertising
TVHH—Television households
UHF—Ultrahigh frequency
UPN—United Paramount Network
USTA—United States Telephone Association
VALS—Values, attitudes, and lifestyles
VHF—Very high frequency
VIP—Viewers in Profile
VNR—Video news release
WB—Warner Brothers network
WWW—World Wide Web

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