

THE ROLE OF ICTs IN THE MANAGEMENT OF BROADCAST MEDIA ORGANIZATIONS

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INTRODUCTION

There is no denying the fact that any broadcasting station that is desirous of maintaining a lead position in today's highly competitive media industry the world over, must of necessity, strive to acquire and utilize state-of—the-art information and communication technologies in its daily news programme transmission. Anything short of this, will inevitably spell doom for such media organization.

In fact, the acquisition, utilization and application of information communication technologies in media practice today make the whole activity less cumbersome, faster and error proof. The foregoing view is in tandem with realistic scholarly position adopted by Maid (1996:113), who posits that new information gathering, processing, storage, retrieval and transmission, making information available evermore widely, rapidly and less expensive. They cannot only gather, process and disseminate information, they can also arrange, marshal and select information rapidly.

But the truth still remains that the acquisition, utilization and application of these advanced media technologies by Federal Government owned media outfits in their daily news gathering, packaging and transmission is still inadequate. Indeed, the recent survey carried out by the author of this book in his bid to find out the current state of acquisition and utilization of ICT facilities by public service broadcasters, particularly , revealed that the provision of such sophisticated new gathering and transmission equipment is still insufficient. Available statistics in this area clearly indicate that Broadcast Media Organizations -the focus of this paper, has not fully embraced the use of ICT facilities in the overall packaging and transmission of news programmes to its teeming audience.

Oduh., (2019 : 10) seems to agree with the foregoing viewpoint when he stated that although the station has embraced the use of information and communication technologies in the packaging and transmission of its news programme, yet such sophisticated communication equipment are still inadequate. Idemili et al (2007:184) seem to lend credence and support to the above line of thinking when they posit that these new communication technologies available in media in Nigeria are a few studios in broadcast media, which coin some operational tools like digital video camera, wireless microphone, instant replay memory machine, editing machine and computers that enable quality production. They further buttressed that outside these communication equipment, one could easily find obsolete equipment like sound mixer, output programme machine, audio console, etc.

Affirming this state of inadequacy in the area of acquisition and utilization of new communication technologies by most broadcast media organizations in the country, Aniebona (1980:9) states that many developing nations have the unenviable task of using and operating technologically sophisticated equipment in a technologically backward environment. The above viewpoint presupposes that in spite of the much-touted technological improvement, there are still gaps in the media world especially in developing countries like Nigeria.

Problem Statement

Available statistics in the area of information and technology scene in Nigeria today clearly indicate that most private and public owned broadcasting outfits have somehow embraced the use of digital programming and broadcast, though their effort in this direction is still inadequate. This prevailing scenario in the acquisition and utilization of new communication technologies for the daily transmission and dissemination of information by public broadcast media organizations still raise some eyebrows. This is the *raison d'être* for this book, which is motivated primarily by the fact that in Nigeria and many other developing countries, little light has been thrown on how Federal Government owned broadcasting organizations acquire and utilize modern communication technologies in the overall packaging and transmission of their news programmes. This is to say that the state of acquisition and utilization of these new communication technologies by most public broadcasting outfits in Nigeria and indeed Africa is at variance with what obtains in the developed countries.

However, this part of this book seeks to provide answers to the following research questions

- i. How did Broadcast Media Organizations come into being?
- ii. What constitutes the station's mission statement, philosophy, functions and objectives? Has the station actually lived up to the expectation in terms of accomplishing its set objectives? If yes, how? But if no, what are the major constraints restraining it from accomplishing its objectives since its inception?
- iii. What is information and communication technology?
- iv. What is the existing body of knowledge in the area of ICTs worldwide, especially as it concerns broadcasting?
- v. Has it fully embraced the use of new communication technologies in its overall packing, presetion and transmission of news programmes to its teeming audience?
- vi. What roles, if any, do new information and communication technologies play in revolutionizing the communication systems, particularly in the area of broadcasting in a developing country like Nigeria?
- vii. What constitutes the broadcasting equipment the station is using at present in its daily operation?
- viii. What are the challenges facing it, in their march to maintain a lead position in news programme transmission in the country?
- ix. What are the strategies for re-positioning the broadcast stations for better performance?

Indeed, answers to these and other questions will be provided by the time we come to the end of this paper. However, attempts will be made in this paper.

Information and Communication Technology: An Overview

The term Information and Communication Technology is a combination of Microelectronics with computing and telecommunications. It is also complex mix of different forms of technology, which human beings use to exchange messages electronically.

The UK Department of Industry defines ICT as the acquisition, processing, storage and dissemination of vocal, pictorial, textual and numerical information by a microelectronics based combination of computing and telecommunications. Still, some experts see it simply as the

science and activity of storing and sending out information by using computers Nwodu and Fab-Ukozor (2003:76) in Adeosun et al, (2018):60) see ICTs as a generic name that encapsulates a number of communication and social values instaneously from one corner of the world to another.

At times, the definition of information and communication technology (ICT) and information technology (IT) are synonymous. For this book, the terms IT and ICTs will be used almost synonymously. Based on this, let us examine this all-encompassing concept from different angles and perspectives.

Foster in Adoya defined information Technology as the group of technologies that is revolutionizing the handling of information and embody a convergence of interest between electronics, computing and communication. Duncome and Hecks (1999:17) in Odu (2019):173) seem to simplify the meaning of the concept when they described ICTs as electronic means of capturing, processing, storing and disseminating information.

According to the United Nations Economic Commission for Africa, ICTs cover internet services provision, telecommunications equipment and services, information technology equipment and services, media and broadcasting, libraries and documetion centres, commercial information providers, network based information services and other related information and communication activities.

Indeed, ICTs involve many ranges of technologies that are grouped into two major modes. These are the telecommunications and the computer communications. Digital and cellular phones (like GSM) telephones, fiber-optics, microwaves technology, satellite communications, transistor, video discs, telex, tele-text, digital broadcasting systems, facsimiles, microprocessors, computers, internet, among others. These media technologies have combined to enthrone speedy, faster and easier gathering, processing and distribution of news and information around the world.

Conceptual Framework and Insight into Relevant Literature

The existing body of knowledge in the area of acquisition, utilization and application of new communication technologies by Public owned media organizations in Nigeria for packaging and

transmission of their news programmes can be traced back to late eighties and early nineties. These periods brought with them several developments that propelled changes in the broadcasting scene in Nigeria and other developing nations. These meaningful changes in the broadcasting arena increasingly necessitated freedom of expression and also enhanced press freedom. Some civil right activists who were at this time vociferously campaigning for a new political dispensation inevitably linked political reforms with the need for alternative channels of information dissemination. Within this period in history, there was unbridled agitation for liberation of the airwaves. This is to say that there was serious demand for issuance of licenses to private individuals to legitimately establish private radio and television stations. It is against this background that the body of knowledge in the area of acquisition and utilization of modern media technologies by public owned media outfits in Nigeria will be anchored on.

Advancement in digital technology ushered in the information era, information, doubtless, has become a fundamental factor of production alongside capital and labour (Ndukwe 2003). At the Annual symposium of the Information Technology and Telecommunication Trade Group of the Lagos chambers of commerce and industry, Engr. Ndukwe, the current Executive Vice Chairman of the Nigerian Communication Commission (NCC), stated that the world is in the midst of an information revolution and in modern day Nigeria, telecommunications is one of the most dynamic economic sectors, a sector that was not too long ago relatively unknown. He further posits that today's technologies for the digital age are different. They are indeed different because they are more complex and require a minimum level of education to be able to use it even when the access exists.

Similarly, Jeremy Weate, Project Manager with the British Government Department for International Development (DFID) and famous blogger posits that the world impact phenomenal infraction on the broadcasting world in the near future. In a paper presented at the recent ENNOVATE EXPO, which examined the blogging phenomenon in the modern world, Weate had expressed reservation about the sustainability of the broadcast industry as currently structured. He contended that it is difficult for broadcasting to survive in the traditional sense in the face of the emerging media.

The truth is that the nature of financial investment required for setting up television and radio stations is such that necessitates corporate or government, which makes users generate content,

as is obtained from blogging, particularly appealing across the world. Weate further opined that the blog would continue to challenge conventional news media including broadcast media.

Indeed, access to telecommunications and information technology holds key to the nation's ability to respond to the demand of its position in the new world order. Access to basic telephone services must be reasonable expectation of every person that lives within the shores of Nigeria. Engr, Ndukwe further stated that in most states of Nigeria, the literacy divide is high. He contended that there is need for government to focus on policies that can raise the literacy level in their societies. He advocated that Youths must be exposed to the most basic of education to equip them for participation in the digital age.

Beyond the literacy divide, Ndukwe is of the opinion that what must occupy the time of policy makers is the infrastructure divide. He posits that in Nigeria, the telephone penetration is growing fast, but still shockingly low internet penetration also does not match even the level of literacy that exists. Three major technologies according to him, hold the key to solving the challenges of accelerating digital access to most Africans within the shortest possible time. Mobile communications, VSAT and Internet. There are indeed other technologies such as optic fibre transmission links, microwave transmission links, fixed wire line and wireless links also have major relevance in the infrastructure built out equation and must also be accorded due attention. The ICT environment in Nigeria indicates that we are still faced with the challenge of harnessing effectively a complex array of technologies and systems available to achieve the goal of providing telecom access at breath-taking speed.

The Role of New Communication Technologies in Revolutionizing Communication Systems in Nigeria

The new communication technologies provide us with the opportunity of obtaining accurate, timely, relevant, appropriate and adequate information for decision making in persons and corporate spheres. The speed, efficiency and reliability of these devices make them pillar upon which economic and political system in the international community rest. With the satellite television, every part of the world is linked to all the happenings in other parts and watch simultaneously and instaneously. With the GSM, one can obtain information about important

events that enjoy coverage of issues, subjects, or organizations, speedily, cheaply and in minute details.

It is also evident that if properly utilized and applied, the new technologies can contribute to the fight against poverty by offering enormous opportunities to scale down social and economic inequalities and support at sustainable wealth creation. The new communication technologies play key roles in enhancing the growth of productivity and competitiveness. It can also be used as a powerful tool for improving the quality and efficiency of government services. The new technologies offer great opportunities especially in places where resources are scarce and geography is obstacle to communication. Without doubt, the new communication technology has a way of bringing people together irrespective of distance.

Information they say is power and people need affordable access to information that holds the chord of survival. Information about market prices for the goods they produce, about their rights as citizens and about access to health care services, education and skills that can improve their lives. The ICTs create opportunities for the expansion of the reach, availability and impact of information and knowledge for the development of communities.

Writing on the role of ICTs in EU's policy on Development cooperation and fight against poverty, Paul Nielson, European Commissioner for Development and Humanitarian Aid, posits that if properly applied, ICTs cease to be luxury item for the rich and become enabling technology to empower the poor...instead of creating a divide, the very same technology can create a digital bridge.

The prevailing technological equipment in broadcast media

The purpose of the segment is to take stock of the existing technological equipment in the Broadcast Media Organizations.

Outside Broadcasting (OB VAN)

In our recent interview with the Director of Engineering Department, Engr. Omeche admitted that the station has made some remarkable imprints in the acquisition of some modern information and communication technologies, which among others include outside Broadcasting (OB VAN).

Indeed, outside broadcasting van (OB VAN) deals with the coverage and recording of an event in the field, for use by the broadcast station. The mobile van is a complete studio in the field. The equipment and facilities are usually housed in a vehicle, specially designed to accommodate them in to take the specific units, required for production (Owuamalam 2007). For instance, there is a provision for the switch board that deals with video inputs; the console that handles sound inputs, an editing suite that fits recordings to technical and aesthetic requirements, as well as a micro-wave uplift that transmits the signals from the vehicle to the base station, where they are downloaded and used on the station frequency. One of the major strengths of the outside broadcasting is that events are recorded in their real settings, which enhance actuality and believability. The natural environment or setting where the event occurs and its sound makes coverage realistic and devoid of the use of special effects in embellishing the aesthetic value of the production.

Digital Satellite News-Gathering (DSNG)

The broadcasting station also acquired the Digital satellite news gathering (DSNG) gadget during the COJA 2003 under the leadership of the then General Manager, Mrs. Igho Igbinedion. The DSNG uses satellite up-link field news events to the satellite for downloading and use by the station, as the need may arise. Quite unlike the OBVAN, the DSNG has additional two big camera lenses that are usually mounted on a tripod stand, which facilitates steady shot while covering a given event, Engr. Omeche disclosed. The Electronic News Gathering (ENG) has one HD CAM and DV CAM. This camera is very strong and it can be used for film shooting.

The Stations Studio:

The Broadcast Media Organizations (has two studios, studio A and B. In studio A, the station has two old, antiquated cameras and three new ones, while studio B houses two old cameras. The new better CAM cameras were given to the station by Mrs. Ogho Igbinedion. The station also has outside cameras. It also has analogue cameras M³⁰⁰⁰ and two spoilt D⁹⁰⁰⁰ digital cameras that are yet to be repaired. It is imperative to note that the station bought **two** D⁹⁰⁰⁰ cameras but only **one** is currently in use.

Editing Studio

At the editing studio, the station has two super video home service (VHS) and one DSR 11 DV CAM. This is a deck used for playing DV tapes.

Studio Light

In terms of lighting, studio 'A' has two footlight. The two footlight are supported with 1000 watts halogen bulbs. This is however not good enough for better vision, the quality of the video camera not withstanding. The studio cameraman operates the two footlight due to the absence of functional floodlight, which an experienced lighting officer is supposed to operate. The availability of OB VAN and DSNG often help the station to easily hook u to national network directly.

Among the five stations earlier mentioned in this book, , is the only station that can easily connect to national network directly. This very feat cannot be dissociated from the availability of OBVAN and DSNG, which easily hook-up the station to the International Telecommunication satellite (Intelsat 907). Prior to the acquisition of these powerful communication gadgets, the only way the station could send news to the network was by courier service, which served as the then network center, to deliver the tapes. The hazards and occasional delays precipitated by such frequent trips to and fro a remote city like Lagos just for the sake of dispatching videotapes is better felt than described.

Editing Suite

The broadcasting studios also have editing suites with computer editing systems that facilitate easy and fast editing of news and programmes recorded n video tapes. It is worthy to note that at the moment, the station uses DVD cameras and taps, which facilitate quality picture productions as opposed to VHS camera and tapes.

Transmitter

The is still using a transmitter installed in 1959 with its attendant incessant breakdown. Ben Bruce gave the transmitter to the station. The station has a mini-station at Abor, which it usually reverts to when breakdown in transmission occurs. Late Dr. Akanu Ibiam installed this mini-station.

Sound System

The station has a newly installed sound system that can play VCD and DVD players. The sound system can also be used for audio and DVD recording respectively.

With the help of these modern communication gadgets, the station has been able to package a lot of quality programmes that touch on the lives of its varied audiences.

The Challenges Facing Broadcast Organization in Nigeria

Inadequate Procurement of State-of-the-art Broadcasting Equipment

It is disheartening to point out that , which claims to be the station for excellence in terms of broadcasting in Nigeria, is still making use of analogue broadcasting equipment. Although has in recent times acquired modern information and communication technologies, yet such equipment are still inadequate.

Politically Motivated constraints

It is no secret that the greater percentage of the problems faced by the government owned broadcasting outfits in politically motivated. This accounts for the reason why the private owned broadcasting firms in the country thrive to the detriment of the government owned broadcasting organization.

Experience has shown that most of the ex-governors in various states of the Federation established their own electronic media outfits to the utter neglect of the prevailing government broadcasting outfits in the country. The is not left out in this political warfare as most these privately owned television stations like the African Independent Television (AIT), Silver Bird Television, to mention but a few, may including 'artificial problems' in , to enable their television stations flourish to the detriment of the government owned broadcasting outfits in Nigeria.

Staff Recruitment-cum-other Manpower-Related Problems

This is one of the vitiating factor that have negatively affected the station since its inception. Butressing this point, the Deputy Director, New, Mr. Frank William stated that the manpower

distribution in is top heavy. He confessed that as a matter of policy, the station hardly employ fresh University graduates, rather the management make do with what they have as old staff who served the establishment for many years, advance to top leadership positions. Mr. Williams admitted that even the little number of graduates working with the station presently are those forced on them by them by the powers that be. He however lamented the crop of graduate working with the station neither possess the requisite skills nor experience. The truth is that a good number of non-professional staff currently working with the station joined the broadcasting outfit through ‘**Command employment**’. This is process whereby a middle level management staff of the station in charge of recruitment of staff receive orders from his superiors to employ a candidate, the latter sent of them by the former without passing through the rigorous processes of Job interview. This mode of staff recruitment runs conducting staff recruitment exercise in State. This new generational approach to recruitment of staff of the station being designed and foisted on the broadcasting outfit by the top management staff; is double less anti-theatrical to the overall progress, growth and technological advancement of the station.

Lack of Operational Desk System

The station, unlike its counterparts in advanced countries of the world, does not have operational desk system. Expectedly, like television stations in developed nations suppose to have social, economics, political, cultural and technological desk system, where specialists with proven competence are employed to man each of the management of these desks, so that news and programmes originating from the afore stated desks will be given expertise treatment. In spite of the long cherished strengths of this broadcasting system, the operational desk system is non-existing in . Mr. Williams Bemoaned the complete absence of functional desk system in public broadcasting outfits in the country as apposed to media practice in advance countries where this type of broadcasting system exists. He also disclosed that the prevailing ICT facilities in Broadcast Media Organizations, are not comparable to highly sophisticated ICT facilities prevalent in most international news organizations such as the CNN, VOA, BBC, etc.

Inadequate Manpower training and Development

The non-disbursement of financial allocations to coupled with the fact that the station is not a commercial centre-the two factors put together have negatively affected the training of the

engineering and media personnel of the station for the acquisition of technical know-how, skills and knowledge needed for the effective and efficient persecution of their responsibility. There are obvious administrative lapsers in the training of some key media personnel whose duty is to handle or operate the new sophisticated information and communication technology gadgets. Most of these sophisticated digital communication equipment are especially designed to enhance the audio-visual quality of news and programme production and transmission. This particular constraint has been a thorn in the flesh of the station as reporters and media managers who suppose to imbibe and acquaint themselves with modern techniques or styles of going about their routine duties remain stagnant.

Occasional Breakdown in transmission

The station had sometime in the past recorded some breakdowns in transmission resulting from faulty technical equipment or incessant power outages. Not to mention the amount spent to run the power generating sets which now serve as the main power source while the National Electric Power Authority (NEPA), Which later metamorphosed to Power Holding Company of Nigeria (PHCN) becomes their expected stand by power source if it would be available (Olufemi, 2003:3).

Strategies for Repositioning Nigerian Television Authority (), for Better Performance

The purpose of this segment of this chapter is to examine some resulting oriented strategies for reactivating revitalizing and repositioning the Broadcast Media Organizations (for better performance. The under listed remedial options are hereby recommended.

- Up grading of the station's operational equipment – Engineering and communication gadgets.
- Disbursement of monthly / quarterly subventions;
- Conferring status of commercial centre on the station
- Genuine liberalization of the station;
- Recruiting staff on the basis of proven competence and acquisition of requisite ICT skills and experience;

- Discouraging politicians from undermining the continuity and sustainability of Federal government owned broadcasting stations in Nigeria;
- Introduction of operational desk system in Federal government owned broadcasting stations in Nigeria.
- Training and re-training of its administrative and engineering staff;
- Adequate motivation of the staff of the station;
- Less government influence on the day-to-day management of the station;
- Providing adequate security for members of staff placed on odd hour routine duties;
- Awarding cocts to reputable communication firms for the purchase and installation of standard communication firms for the 21st century broadcasting; and
- Bringing management function (Planning, organizing, staffing, directing, controlling and co-ordinating) to bear on the overall administration of station.

To ensure optimal performance, the prevailing analogue communication and engineering equipment should be replaced with digital communication gadgets. This is to say that the management of should procure more digital photo cameras, Digital satellite of News Gathering (DSNG), International Telecommunication Satellite (Intelsat 907) teleprompter as well as procurement of sophisticated GSM hand sets with audio-visual components for effective and efficient news and programme processing, storage, retrieval and transmission. Moreso, the management should endeavour to produce more footlight, floodlight and the station's two studios should be superbly treated with acoustic materials to overcome the ever-recurring problems of echo and reverberation that often distort news and programme production and transmission. The two studios should be furnished with-state-of-the-art broadcasting equipment to enhance news and programme production as well as transmission of signals. The station should also be provided with automatic switchover generating sets to avoid occasional breakdown in transmission occasional by incessant power outages.

In the same vein, the conferment of the status of commercial centre to the , like Lagos and Kaduna stations will help the station to generate as much funds as possible. The gains derivable from making a commercial centre cannot be quantified in abstract terms. Indeed, the commercial centre status will give the cutting edge to meaningfully engage itself in commercial ventures of varying dimensions. Besides, wealthy individuals, business moguls, multi-national companies

and notable institutions would like the station to advertise their ideas, products and services for them no sooner the station is transformed to commercial centre. There is no doubt that the beehive like commercial activities that such elevation will bring to the station, will increasingly boost its economic buoyancy, productivity and financial viability and stability.

By genuine liberalization of the station, we mean that government and other influential political figures in the country should give the management of the station the free hand to operate. The national Broadcasting Commission (NBC) should encourage massive investment in television broadcasting sector of the Nigerian economy. This means that the leadership of NBC should license more private owners who will on the long run give impetus to the improvement of the quality of services; reduce cost of airtime and advert placements as well as provide subscribers and viewers with option of services. This strategy will create healthy competition between private and public broadcasters in the country. This will on the long run lead to reduction in the cost of advert subscription, improvement in the quality of service delivery and above all, provide in-built mechanism to check government interference in the affairs of public broadcasting stations in Nigeria.

In addition, recruitment of staff of , should be based on proven competence and the applicants should show evidence of acquisition of requisite ICT skills and experience. There is the proclivity that this option will increasingly boost the productive and managerial efficiency of the station, as more qualified and competent media personnel should be employed to handle specific task as it concerns their area of specialization.

The leadership of NBC should propose a bill, prohibiting politicians, especially the state governors in Nigeria from establishing their own private television stations to the utter neglect of government owned broadcasting stations while in office. Instead, governors should continue to fund public broadcasting stations in those states being administered by them. The proposed bill should be sent to the National Assembly to ensure its swift passage into law. This bill when passed into Law will facilitate the continuity, financial viability and sustainability of public broadcasting stations in the country.

Similarly, the management of should introduce operational desk system in its various stations in the country. This option will particularly help , to possess functional social, economic, political,

cultural and technological desk systems, where specialists in different disciplines with proven competence in diverse areas of broadcasting are employed to man each of these desks. This will in turn, enhance quality news and programme production and transmission, as diverse issues arising from each of these desks will be jangled by experts.

The management of should train and re-train its administrative and engineering staff to ensure that they acquire an up-to-date skills, knowledge and technical know how for effective administration and handling of sophisticated modern day broadcasting equipment. The Director Engineering, , Engr.Omeche subscribed to this view when he stated that people should be trained in the companies/factories where the equipment they use are manufactured.

The entire workforce of should be adequately motivated to boost the productivity of the station. This means that the management of the station should offer her workers some financial rewards, their statuses recognized and staff promoted on periodic basis, considering the odd hours under which they operate. Ondugu (2000) agrees when he defines motivation as those things which when put in place propel a worker to behave in a desired manner in the work environment.' To motivate a worker is to do those things, which will create in him a hope that his need will be met and armed with that belief; he will be compelled to behave in a desired manner in the organization. In a nutshell, the staff should be adequately remunerated to boost optimal productivity.

The Federal and State Government should henceforth desist from meddling in the affairs of the stations. This means of forcing unqualified figures in the country should stop the old practice of forcing unqualified candidates on the management of the station for employment. the on expertise, qualification nd cognate experience.

The management of should provide adequate security for staff members placed on odd hour routine duties. This particular measure are predicated on the fat that Journalism profession is often littered with thorns and as such, journalists can only put in their best in an atmosphere where security of lives and property are adequately taken care of.

The federal government in conjunction with the management should award contracts for the purchase of broadcasting equipment to notable communication engineers, qualified and competent individuals or firms in Nigeria. The plausibility of doing this, is to ensure that such

reputable individuals or firms procure genuine and standard equipment that will match the technological needs of a 21st century broadcasting station.

The last but never the last strategy is that management of should bring time-tested management function such as (planning, organizing, staffing,directing, controlling and coordinating) to bear on the overall administration of the situation. The two most pertinent questions here are: what is management? How can the media managers utilize management functions to motivate their staff and in turn boost optimum productivity?

There are as many definitions of management as there are management scholars. Most of the definitions of management tend to reflect the various experiences and circumstances of the management scholars that define them. Thus, Fredrick Taylor, the father of scientific management ses management as knowing what man should do and evolving ways in which it can be accomplished cheaply. Drucke (1974:12) sees managerial action as having synergistic effect in which they should create a productive entity that turns out more than it receives as input. Others see it as the process of planning, organizing, leading and controlling an organization's resources towards achieving their goals in an efficient and effective manner (Akpala 1990, Griffins, 1984 Togunwa, 2019: 75).

When we match a thorough analysis of these various perspectives of management and the way it is used I ordinary sense, we can summarize management to mean either of the following two things:

- Management as a group of person
- Management as a process of activity of managing

In the first context, management refers to those who are in the helm of affairs in any organization. They are those who work with and through others toward realizing organizational goals.

The second context of management sees it as the process through which organizational resources of man material and money are combined in such a way that the goals and objectives of the organization are realized in an efficient and effective manner. Management simply refers to doing things through and with people. It is also the process by which the organizational resources

of men, material and money are combined, allocated and utilized in such a way that the goals of such organization are realized economically (Onodugo, 200:3)

Managerial Criterion to Reposition for Effective Performance

The purpose of this segment of the paper is to examine how the management of can effectively utilize these managerial functions to reposition the broadcasting station.

Koontz et al (1980:56) conceives management function to include planning,organizing, staffing, directing, controlling and coordinating.

Planning

Koontz et al (op cit) see **planning** as deciding in advance what to do, how to do it, where to do it, who is to do it and why it should be done. As a formidable managerial concept, good planning will help the management to product, forecast and chose a course of action among alternatives. Effective planning eils that the management should identify a problem in advance, evaluate the relevant information as it concerns the identify a problem in advance, evaluate the relevant information as it concerns the identified obstacles, develop alternative cause of action, select and implement the chosen alternatives, so as to effectively tackle the people, at hand. The supervisors, middle and top-level managers of the station should engage themselves in effective planning. An efficient plan initiated and effectively carried out by the three levels of managers of the station will contribute to the attainment of the set objectivs by utilizing the least cost of money work plan helps in the optimal utilization of resources to achieve corporate objectives.

Organizing

Orga and Ugwu (2000:37) conceive organizing as the grouping of activities necessary to attain objectives, the assignment of each grouping to a manager with authority necessary to supervise tit and the provision for co-ordination horizolly and vertically in the enterpriser structure. Similarly, Evarard and Shift (1979:16) in Odu (2019:16) conceptualize the term ‘organizing’ as a process or means of arranging relationship between department and employees and defining the responsibility each has for accomplishing the job. It is also a process by which the manager

brings order out of chaos, removes conflicts between people over work and responsibility and establishes an environment suitable for activity, group and authority relationship to be formalized.

Therefore, the management should allocate duties and authority as well as resources such as materials, money and machines and effectively co-ordinate them so as to achieve the organization's goals.

Staffing

The organizing function gives rise to the organization structure, which in turn creates positions, which must be filled by individual. Filling of these positions created by the organization is referred to as staffing. The management of should employ competent and qualified staff through selection, placement, appraisal and development of media personnel to occupy strategic positions in the organizational structure.

Directing

The directing function of management attempts to marry employee goals with organizational goals for harmonious co-existence. This requires communication with the employees to ensure goal congruency and leading so that the coveted goals could be achieved. Therefore, at the core of directing function are motivation and leading (Akpala, 1996:5, Togunwa, 2019:87) concurs when he observed that directing guides or actuates personnel in a way that is perceived to be necessary for accomplishing organizational goals. The directing function entails proper understanding of the role, individuality and holistic nature of people. Directing, therefore, is the use of leadership, communication and motivational tools to instill confidence in employees, show respect for one another, encourage unity of purpose and high productivity in an enterprise (Orga and Ugwu, Opcit). The management of should always strive to guide and supervise the performance of duties and activities of subordinates to facilitate the actualization of the long cherished objectives of the broadcasting station.

Controlling

This is concerned with detailing steps to ensure that the work activities are in line with plans, so that the objectives of the organization are realized. In the words of Koontz et al (Opcit)

controlling implies measurement of accomplishment of events against standard of plan and the corrections of deviations to ensure attainment of objectives according to plans. There is intricate relationship that exists between controlling and planning. While planning tells us what is to be done and how is to be done (standards), controlling does provide us with a means of knowing whether what is going on will lead to the desired result. One cannot therefore control what he does not plan, since it is the target set during planning that will help in the control exercise. Therefore, planners must maintain close links and relationships with those who supervise and control events.

Ndolo (2008:6) in Adeosun (2018): 18) seems to lend credence and support to this new thinking when he opines that the controlling function eils that the operations of other departments are put in check to provide vision and direction. Stoner (1978:556) in Adeosun (2019:150) agrees as he posits that the controlling process involves establishment of standard of performance, comparing actual action if unfavourable deviations are detected.

It therefore behooves on the management of the Nigeria Television Authority () to ensure that the activities of the subordinates conform to the goals and objectives of the broadcasting station.

Coordinating

The Chambers 21st Century Dictionary defines the term Co-ordinate as to integrate and adjust (a number of different parts or processes) so as to relate smoothly one to another. It also involves the harmonization of the individual and group efforts to achieve organizational objectives.

On the basis of the foregoing, the management of should therefore effectively co-ordinate the activities of the station by ensuring that the staff work efficiently I harmony with the actualization of the objectives of the establishment. The management should also improve on the relationships between its staff as the output of the organization will astronomically increase as the leadership[pf the broadcasting outfit consistently encourages effective human relations. Leadership is all abot doing the right thing, not just doing things right (Bernice, 1984). This means that the management of should always identify those things neede by its staff and strives towards gratifying such needs at the appropriate time so as to boost productivity.

Summary and Conclusion

We have attempted in this chapter to evaluate the state of information and communication technologies (ICTs) in owned broadcasting stations in Nigeria. We also established at the beginning of this chapter that the acquisition, utilization and application of advanced media technologies by the Nigerian broadcast Organizations.

in its daily gathering, packaging and transmission of news and programmes are still inadequate.

The author also formulated some relevant research questions as a guide for the theoretical framework of the study and further proceeded to provide solutions to them. However, in attempt to provide an in-depth background for this study, we extensively traced the history of , examined its mission statement, philosophy, functions as well as its social, political, cultural, economic and technological objectives. The paper also took a critical overview of the meaning of information and communication technology and also examined the role of new communication technologies in revolutionizing communication systems in the country. We also provided the conceptual framework and insight into the relevant literature so as to have up-dated information on the works and findings of earlier researches in this area of study.

The paper also took an inventory of the existing technological equipment in as well as examined the challenges facing the broadcasting stations.

The book revealed that the Nigeria Broadcast Organizations has made some remarkable imprints in the acquisition of some modern broadcasting equipment, which include outside Broadcasting Van (OB VAN), Digital Satellite News Gathering (DSNG), two studios, electronic News Gathering (ENG), editing studio, studio light, sound system, transmitter, among others.

It also identified inadequate procurement of the state of the art broadcasting equipment, lack of monthly or quarterly subventions, unholy meddlesomeness of government officials in the affairs of the station, politically motivated constraints, problem arising from staff recruitment exercise and other manpower-related constraints as the challenges militating against the actualization of the age-long dreams of the broadcasting station.

Nonetheless, in an effort to effectively address the problems militating against the actualization of the age-long dreams of the broadcasting station, the author recommended some strategies aimed at repositioning it for effective performance. These include up-grading of its operational

engineering cum broadcasting equipment; timely disbursement of its monthly/quarterly subventions by the leadership of the national station; conferring the status of commercial centre on the station, genuine liberalization of the station; proven competence and cognate experience in modern day broadcasting as a precondition for the recruitment of staff discouraging politicians from undermining the continuity and sustainability of Federal government owned broadcasting stations in Nigeria. Others include introduction of operations desk system; training and re-training of its administrative and engineering staff; adequate motivation of staff; less government influence on the day to day management of the broadcasting station; providing adequate security to the stations staff on odd hour routine assignments; contracts for the purchase and installation of broadcasting and engineering equipment be awarded to reputable communication firms in the country. above all, the author also suggested that the General Manager of the Nigerian Television Authority () and his able lieutenants should bring management functioned such as |(planning, organizing, staffing, directing, controlling and coordinating) to bear on the overall administration of the broadcasting station, so as to optimally boost its productivity.

Until the foregoing remedial measures are met, the myriads of problems militating against the Broadcast Media Organizations () will irretrievably remain a hard row to hoe in future.

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