

Theoretical Perspectives of Management and Their Application in Abubakar Rimi Television, Kano State, Nigeria

Usman Ibrahim Abubakar¹, Isyaku Hassan²

¹*Department of Mass Communication, Bayero University, Kano, Nigeria*

²*Faculty of Languages and Communication, Sultan Zainal Abidin University, Terengganu, Malaysia*
Correspondence: Dr. Usman Ibrahim Abubakar

Abstract: This paper seeks to examine the management theoretical perspectives and their applications in Abubakar Rimi Television (ARTV) Kano. Management is a very important activity in the continuous sustenance of every organization. This is because through proper planning, organization and coordination, the achievement of the organizational objectives can be efficiently and effectively realized. Management theories are equally important, as they provide a comprehensive roadmap for organizations to follow in order to accomplish their goals with limited resources. Mass media organizations are no exception. This is because the mass media engage in various activities before getting their news, information and entertainment across to the audience. This paper discusses the concepts of management, theories of management, mass media management, issues, and specificities, as well as the applications of the management theories with regard to the management of ARTV Kano. The paper recommends that the adoption of a single management theory in ARTV management may not be effective and sufficient. As such, the station should adopt a multi-dimensional approach to management theories.

Keywords: Management, media management, management theories

Date of Submission: 06-11-2017

Date of acceptance: 23-11-2017

I. INTRODUCTION

Since time immemorial, management has been the most imperative activity as the society has continuous relief on group efforts. It has always been crucial to ensure the coordination of individual efforts right from the time people engaged socially. Well-coordinated efforts are pivotal for achieving the aim and objectives that cannot be realized individually. Management is an act of achieving results by coordinating individual efforts. Different management experts have defined management differently. For example, Aina (2002) defined management as 'the manipulation of resources to achieve pre-determined objectives' (p.1). According to Okafor (2011), management is a process of planning, organizing, directing and controlling available resources of an organization in order to achieve the set goals of the organization (p. 26). Koontz, O'Donnell, and Wehrich (1990) view management as the creation and maintenance of an internal environment in an enterprise where individuals, working in groups, can perform efficiently and effectively toward the attainment of the group's goal.

Management is the organizational process that includes strategic planning, setting objectives, managing resources, deploying the human and financial assets needed to achieve the objectives, and measuring the results. Management also includes recording and storing facts and information for later use or for others within the organization. Management functions are not limited to managers and supervisors. Every member of the organization has some management and reporting functions as part of their job (Griffin, 1996). Management could be scientific; classical or behavioral. Scientific management uses scientific principles and techniques in managing organizational activities. This type of management is data-based. It identifies problems and objectives, assembles and analyzes all the needed information to solve the problem and finally draws logical conclusion. It was first tested in 1885 by Fredrick Taylor who later became known as the father of scientific management.

The above definitions provide the traditional view of management. However, the meaning of management is ever expanding. As organized groups have become enormous over the years, the role of management has also been increasing in importance and complexity. Organizations nowadays have become more global; employee groups are more diverse and organization structures do not contain large hierarchies but focus on a collaborative approach. To tackle these new challenges, organizations are adopting new management methods and philosophies.

Modern Management Theories and Practices: A Critical review

Contemporary theories of management tend to account for and help interpret the rapidly changing nature of today's organizational environments (Olum, 2004). This paper deals with management theories which are broadly classified as follows: 1) The Scientific Management School comprising the work of Frederick W. Taylor and Lillian Gilbreth's motion study; 2) the Classical Organizational Theory School comprising the Henri Fayol's views on administration; 3) the Max Weber's idealized bureaucracy; 4) the Behavioral School comprising the work of Elton Mayo and his associates; 5) the Recent Developments in Management Theories such as Systems Approach, Situational or Contingency theory, Chaos theory, and Team Building approach. This discussion will provide a general description of these management theories considering their strengths and weaknesses.

The Scientific Management School

According to Fleet et al. (1994), the first management theory is what is popularly referred to as Frederick Taylor's Scientific Management. Frederick Taylor (1856-1915) started the era of modern management. In the late nineteenth and early twentieth century, he was decrying the "awkward, inefficient, or ill-directed movements of men" as national loss. Taylor consistently sought to overthrow management "by rule of thumb" and replace it with actual timed observations leading to "the one best" practice. He also advocated the systematic training of workers in "the one best practice" rather than allowing personal discretion in their tasks. He further believed that the workload would be evenly shared between the workers and management with the management performing the science and instruction and the workers performing the labor, each group doing "the work for which it was best suited" (Williams, 1977).

Taylor's strongest positive legacy was the concept of breaking a complex task down into a number of subtasks and optimizing the performance of the subtasks. Therefore, his stop-watch measured time trials. However, both previous and modern critics have pointed out that Taylor's theories tend to "dehumanize" the workers. Nevertheless, Taylor's postulations were strongly influenced by his social/historical period (1856-1917) during the Industrial Revolution. It was a period of autocratic management that saw Taylor turning to "science" as a solution to the inefficiencies and injustices of the period. It has to be stated that scientific management met with significant successes among which are: The science of cutting metal, coal shovel design that he produced at Bethlehem Steel Works (reducing the workers needed to shovel from 500 to 140), workers incentive schemes, a piece rate system for shop management, and organizational influences in the development of the industrial engineering fields, personnel, and quality control.

It has to be acknowledged that from an economic standpoint, Taylorism was an extreme success. Application of his methods yielded significant improvements in productivity. For example, improvements such as his shovel work at Bethlehem Works, which reduced the workers needed to shovel from 500 to 140. Henceforth, Taylor proposed four great underlying principles of management. Firstly, there is need to develop a 'science of work' to replace the old rule-of-thumb methods. Pay and other rewards linked to achievement of 'optimum goals' are to be measured by work performance and output. Failure to achieve these would in contrast result in loss of earnings. Secondly, workers should be 'scientifically' selected and developed; training each to be 'first-class' at some specific task. Thirdly, the 'science of work' should be brought together with scientifically selected and trained people to achieve the best results. Finally, work and responsibility should be divided equally between workers and management cooperating together in close interdependence (Olum, 2004).

Limitations of Scientific Management School

The scientific management school is criticized on the following grounds. First, no man is entirely an 'economic man' and man's behavior is dictated not only by financial needs, but by other needs such as social, security and esteem needs. Hence, it may not always be true that economic incentives are strong enough to motivate workers. Second, there is no such thing as 'one best way' of doing a job so far as the component motions are concerned, and hence time and motion study may not be entirely scientific (Sridhar, 2017).

Classical Management School

In this category of management theory are the works of Max Weber's bureaucratic theory and Henri Fayol's (1841-1925) administrative theory. Weber postulated that western civilization was shifting from "wertrational" (value oriented) thinking, affective action (action derived from emotions), and traditional action (action derived from past precedent) to "zweckational" (technocratic) thinking. He believed that civilization was changing to seek technically optimal results at the expense of emotional or humanistic content (Abuthahir, 2014).

Weber then developed a set of principles for an "ideal" bureaucracy as follows: Fixed and official jurisdictional areas, a firmly ordered hierarchy of super and subordination, management based on written

records, thorough and expert training, official activity taking priority over other activities, and management of a given organization follows stable, knowable rules. The bureaucracy was envisioned as a large machine for attaining its goals in the most efficient manner possible (Hughes, 2012).

Weber was cautious of bureaucracy when he observed that the more fully realized, the more bureaucracy “depersonalizes” itself – i.e., the more completely it succeeds in achieving the exclusion of love, hatred, and every purely personal, especially irrational and incalculable, feeling from execution of official tasks. Hence, Weber predicted a completely impersonal organization with little human interaction between its members.

Henri Fayol’s administrative theory mainly focuses on the personal duties of management at a much more granular level. In other words, his work is more directed at the management layer. Fayol believed that management had five principle roles: To forecast and plan, to organize, to command, to co-ordinate, and to control. Forecasting and planning was the act of anticipating the future and acting accordingly. Organization was the development of the institution’s resources, both material and human. Commanding was keeping the institution’s actions and processes running. Co-ordination was the alignment and harmonization of the group’s efforts. Finally, control meant that the above activities were performed in accordance with appropriate rules and procedures (Lamidi, 2015).

Fayol developed fourteen principles of administration to go along with management’s five primary roles. These principles are: Specialization/division of labor, authority with responsibility, discipline, unity of command, unity of direction, subordination of individual interest to the general interest, remuneration of staff, centralization and scalar chain/line of authority, order and equity, stability of tenure, initiative, and esprit de corps. Fayol clearly believed personal effort and team dynamics were part of an “ideal” organization (Olum, 2004).

Fayol’s five principle roles (Plan, Organize, Command, Co-ordinate, and Control) of management are still actively practiced today. The concept of giving responsibility to appropriate authority is also widely commented on and is well practiced. Unfortunately, his principles of “unity of command” and “unity of direction” are consistently violated in “matrix management”, the structure of choice for many of today’s companies.

Criticism of Classical Management School

Despite the aforementioned advantages, bureaucratic organization has some significant negative effects. Too much of red tapes and paper work not only lead to unpleasant experiences but also to inefficient operations. Since employees are treated impersonally and they are expected to rely on rules and policies, they are unwilling to exercise individual judgment and avoid risks. Consequently their growth, creativity, development and even initiative suffer considerably. Machine-like treatment makes employees unconcerned about the organization and exhibit indifference regarding the organization and job performance (Ahmed, & Rafiq, 2003).

Behavioral Management School

The key scholar under this category is Elton Mayo. The origin of ‘behaviouralism’ is the human relations movement that resulted from the Hawthorne Works Experiment carried out at the Western Electric Company in the United States of America that started in the early 1920s (1927-32). Elton Mayo and his associates’ experiments disproved Taylor’s beliefs that science dictated that the highest productivity was found in ‘the one best way’ and that way could be obtained by controlled experiment. The Hawthorne studies attempted to determine the effects of lighting on workers’ productivity. When these experiments showed no clear correlation between light level and productivity, the experiments then started looking at other factors. These factors that were considered when Mayo was working with a group of women included rest breaks, no rest breaks, no free meals, more hours in the work-day/work-week or fewer hours in the work-day/work-week. With each of these changes, productivity went up. When the women were put back to their original hours and conditions, they set a productivity record (Abuthahir, 2014).

These results showed that the group dynamics and social makeup of an organization were an extremely important force either for or against higher productivity. This outcome caused the call for greater participation for the workers, greater trust and openness in the working environment, and greater attention to teams and groups in the work place. While Taylor’s impacts were the establishment of the industrial engineering, quality control and personnel departments, the human relations movement’s greatest impact came in what the organization’s leadership and personnel department were doing. The seemingly new concepts of group dynamics, teamwork, and organizational social systems all stem from Mayo’s work in the mid-1920s (Olum, 2004).

Limitation of Behavioral Management School

Behavioral school has its own limitations. It is considered to be a swing in the opposite direction of classical theory. It saw only human variables as critical and ignored other variables. Every organization is made up of a number of diverse social groups with incompatible values and interests (Jensen, 2001). These groups might cooperate in some spheres and compete and clash in others. It is practically impossible to satisfy everybody and turn the organization into a big happy family.

Recent Developments in Management Theory

The systems approach, situational or contingency theory, chaos theory, and team building theory are under this category of theory.

Systems Theory

Systems theory has had a significant effect on management science and understanding organizations. A system is a collection of parts unified to accomplish an overall goal. If one part of the system is removed, the nature of the system is changed as well. A system can be looked at as having inputs (e.g., resources such as raw materials, money, technologies, and people), processes (e.g., planning, organizing, motivating and controlling), outputs (products or services) and outcomes (e.g., enhanced quality of life or productivity for customers/clients, productivity). Systems share feedback among these four aspects (Johnson, Kast, & Rosenzweig 1964). The systems theory may seem quite basic. Yet, decades of management training and practices in the workplace have not followed this theory. Only recently, with tremendous changes facing organizations and how they operate, educators and managers have come to face this new way of looking at things. The effect of systems theory in management is that it helps managers to look at the organization more broadly. It also enables managers to interpret patterns and events in the workplace – i.e., by enabling managers to recognize the various parts of the organization and, in particular, the interrelations of the parts (Kast & Rosenzweig, 1972).

Situational or Contingency Theory

Situational or contingency theory asserts that when managers make a decision, they must take into account all aspects of the approach that “it depends” (Gale, 2006). For example, if one is leading troops in Iraq, an autocratic style is probably the best. If one is leading a hospital or university, a more participative and facilitative leadership style is probably the best.

Chaos Theory

Chaos theory is advocated by Tom Peters in 1942. As chaotic and random as global events seem today, they are equally chaotic in organizations. Yet for many decades, managers have acted on the basis that organizational events can always be controlled. Thus, a new theory, known as chaos theory, has emerged to recognize that events are rarely controlled. Chaos theorists suggest that systems naturally go to more complexity, and as they do so, they become more volatile and must, therefore, expend more energy to maintain that complexity. As they expend more energy, they seek more structure to maintain stability. This trend continues until the system splits, combines with another complex system or falls apart entirely. It will need an effective manager for the latter worst scenario not to happen (Olum, 2004).

Team Building Theory

The last management theory is team building theory. It emphasizes quality circles, best practices, and continuous improvement. It is a theory that mainly focuses on teamwork. It also emphasizes flattening of management pyramid and reducing the levels of hierarchy. It is all about consensus management – i.e., involving more people at all levels in the organization’s decision-making process (Olum, 2004).

A Holistic View of Mass Media Management

As with most organizations, media organizations are of a bureaucratic nature. For the manager of a media organization, it is a greater or a lesser effort of management. Media organizations have become a barometer in the development of a society. The way these organizations are managed depends on the context in which they can be placed. Media organizations can be situated within a social, political, and economic context. The broadcast and print media involve in so many activities before they get their news and programs across to the audiences. The mass media are the sources of news, entertainment, education, socialization, information, and enlightenment. In order to reach the audiences with good programs, there is the need for coordination of activities (Prior, 2007). With so many challenging opportunities to serve, careful organization and sound management is imperative. Moore (1970) stated that because the reward of managers usually follow

the results they produce, most management people develop and use better management methods and learn to manage and handle the ever-increasing amount of responsibility.

Media management can simply be described as the coordination of human and non-human resources in media organizations such as radio houses, television stations, newspaper houses, and magazines in order to achieve their aim and objectives. The news media cannot achieve their aims and objectives without proper control, directing, planning and coordination of activities. The human resources are the workers and the personnel that work in the news media (Davis, 2000). There is the need to direct them so that they will take their jobs seriously. For instance, personnel in the print media include reporters, editors, news editors, feature editors, and circulation managers. All these are human beings who take part in the business of production. They therefore need to be managed in order to achieve the set aims and objectives. The non-human materials are the materials used for production.

Media management consists of the ability to supervise, motivate employees, and the ability to operate facilities and resources in a cost-effective manner. The core task of media management is to build a bridge between the general theoretical disciplines of management and the specificities of the media industry. Media and internet management covers all the goal-oriented activities of planning, organization and control within the framework of the creation and distribution processes for information or entertainment content in media enterprises (Pringle & Starr, 2013).

Media management is important in mass communication programs in hydra-headed ways. It enables different mass media organizations to properly air out programs that will catch the audience's attention. Without media management, most of the programs that are disseminated to the audience might not have positive effects on the audience. Every organization would basically want to achieve two objectives; the long and short-term objectives. Long term objectives are normally what the media organization wants to achieve, for examples, in the next five or ten years. Short-term objectives on the other hand, are the ones that are to be achieved within a short period of time, for example, within a period of one year (Asemah, 2011).

Media management can be categorized into conventional, systematic, and scientific managements. Conventional management refers to management by trial and error. It is intuitive and unsystematic. This type of management depends wholly on the use of human skills and imaginations in planning and executing organizational goals. It tends to be subjective, non-statistical, emotional, commonsensical and behavioral. Although many organizational problems may be solved using this method, it is time consuming. Systematic management otherwise called historical or initiative management, means doing something because it has always been done that way. On the other hand, scientific management uses scientific principles and techniques in managing organizational activities. It is statistical, empirical, analytical, researchable and quantifiable (Grönroos, 1994).

The need for management is real as it is the interdependence between media organizational objectives (efficient management). Media managers can be categorized into three, namely: managers of media organizations having no knowledge of management, managers having the necessary training but unaware of how to implement management rules and finally, managers with very good training but lacking interest and who let things run by themselves (Cristina, 2010).

Issues in Management Styles and Policies in the Nigerian Broadcast Media

In any organized society, there is an organized body constituted to direct the affairs of such society. The Nigerian nation being an organized society has its government with its activities clearly spelt out in the Nigerian constitution (Bello, 2014). The government then is duty bound to protect lives and properties of the citizens, and provide them with the basic amenities that sustain life. The citizens of this society are empowered to call off any member of the organized body who failed to live up to expectations. This is because these public office holders held the said offices with the consent of the citizens who elected them into the offices.

The media is a crucial and important instrument in an organized society and an instrument of reforms (Coronel, 2003). Taking a critical look at the role played by the media, one will agree that it was the media that engineered the achievement of Nigerian independence. Nigerian nationalists were so informed that they could not wait to see a free Nigeria. The media then spurred the Nigerian founding fathers to fight for independence. It goes to say that the media can set agenda for societal reforms through its role of educating and enlightening the public. Through the activities of the media in the fight for independence, our forebears' dreams and aspirations were realized, unlike other African countries that earned freedom through the barrels of gun. Angola and Mozambique were such countries among others.

In spite of the media's reformatory role, the importance of media management has posed serious concern to a democratic society like Nigeria. The nature of government policies and management styles in the Nigerian broadcast media industry has experienced a considerable change for the past few years. Different

military and political dispensations have different impact on the operations and functions of the media. This is because the media usually take the coloration of the society in which they operate.

The relevance of these changes to broadcasting is that pluralist politics is now linked to the existence of pluralist and diverse media systems as opposed to government and state monopolies. Freedom of expression and press freedom especially with regard to editorial and programming independence have become central issues related to the provision of alternative sources of information. New buzzwords of deregulation, commercialization and privatization of broadcasting and telecommunications became popular in broadcasting landscape (Kalejaiye, Adebayo, & Lawal, 2013).

Demands for democratic reforms include demands that state broadcast stations be transformed into public service broadcast stations that enjoy editorial and programming independence, as well as the licensing of private broadcast stations to exist on their own right and as alternatives and competitors to the public broadcast stations. Technologically, the 1990s also witnessed rapid development of satellite broadcasting and the convergence of broadcasting and telecommunications which meant the presence of foreign broadcast stations in national broadcasting systems is not necessarily subject to local regulation (Udomisor, 2013).

The rapid development of digital technologies also meant the promise of more channel availability, which could in technical terms mean an end to the problem of limited spectrum availability (Ogunsola, & Aboyade, 2005). It is important to note that the advocates of liberalization of the airwaves have not often thought through the full implication of liberalizing the airwaves. Many if not most, thought that the entry of private broadcast stations was sufficient and would result in competition, editorial and programming independence and choices for audiences. In short, private ownership is equated to editorial and programming independence. Pluralism of stations equated to diversity of program choices for audiences.

While these aforementioned equations are understandable in the light of the history of monopoly of state-controlled broadcasting being contrary to editorial and programming independence and choice for audiences, it is a simplification that is not borne out by the practice (Chukwu, 2015). They did not realize that the existence of many broadcast stations does not necessarily mean more choices in programs for audiences. Private ownership does not exclude editorial controls for political and commercial reasons. They did not realize that private broadcast also entered the broadcasting arena as legitimate commercial entity and would operate according to how they could make money even if it meant just playing popular music or showing popular television programs imported from abroad with very little news or locally made programs, if any. Also, they did not realize that without transparent regulatory mechanisms, licenses could and would easily be awarded to either the rich or powerful, or to those linked to powerful politicians or even to politicians who doubled up as private business people. Finally, they did not realize that building democratic societies characterized by pluralist politics and respect for human rights, including freedom of expression, required not only a pluralistic media system but media diversity as well.

Achieving both media pluralism and diversity require deliberate policy development. Media pluralism consists of many media owners and operators including genuine public service media. Media diversity includes different media owners and operators offering the widest possible range of content relevant to the needs and wants of audiences as citizens in a democratic dispensation (Valcke, Sukosd, & Picard, 2015). Broadcasting policy and regulation is no longer going to be 'simple'. What is actually needed is a different policy regime from that which existed in the immediate post-independence period in the 1960s and up to late 1980s. Liberalization requires broadcasting policies which favor pluralism and diversity.

Government can no longer define the role of broadcasting as just nation building and development. In line with political changes, broadcasting has to play democratic roles as well. Democratic roles come with the imperatives of respecting and upholding freedom of expression and free flow of information and ideas. State control and regulation has to give way to independent regulation (Imhonopi, 2012). Independent regulation requires new institutional arrangements, which are inclusive and transparent.

It is important also to point out that the economics of broadcasting is much at the fore than in earlier decades. Broadcasting institutions are no longer just political and cultural but also economic institutions. In this respect, the challenge of policy and regulation is to ensure that they do not become purely economic institutions to the neglect of their democratic and cultural roles. Therefore, policy and regulatory frameworks have to cover a whole range of issues (Udomisor, 2013).

Sadly enough, media today has turned into sycophantic political heavyweight megaphone. The media is found to be acting slavishly forgetting that it was in the vanguard of Nigerian struggle for independence. It has lost the freedom of saying the truth and standing on the part of justice. This may be borne out of the fact that the management of the media organization has been badly tempered with due to the enormous and unnecessary interference of the power through censorship, issuance of license, appointment of top management staff and other related means of control.

A Brief History of Abubakar Rimi Television

Kano State Television Corporation was established in 1981 as an information body to plan, coordinate, and ensure balanced development and growth of the media organizations. In the year 1982, Kano State Television Corporation came to existence and was popularly called CTV-67. In 2010, the station was renamed Abubakar Rimi Television (ARTV) after the first civilian governor of the state, late Abubakar Rimi. This was because the station was established during his administration (Muhammad, 2010).

Currently, ARTV provide independent and impartial television broadcast for general reception within Kano and other states of Nigeria. However, the services provided shall cover issues such as public, state and national issues. The station has recently had its equipment upgraded to world class standard following the global policy of digitalization. The station has the capacity to cover events live from anywhere in the country. It can package and deliver programs on all sectors be it health, education or environmental sectors.

With the present digitization era, the station is on the Startimes platform for wider coverage, Outside Broadcasting Van (OB-Van) for live coverage, and Digital Satellite News Gathering (DNSG) for breaking news. After the Digitization-Switch-Over (DSO), the station will be able to obtain national and international broadcast license for Direct-To-Home (DTH) platform. The total viewer/listener percentage is almost 90% and this include neighboring states such as Jigawa, Katsina, Bauchi, Kaduna, Plateau, and some parts of Niger Republic.

Presently, the corporation uses 2 x 10 KW ATLS (Harris Transmitter) and 2.5 KW RVR FM Radio Transmitter attached at Hotoro area of Kano State. It has a sub-station at Tudun Wada Local Government Area with 1 x 10 KW RVR (Transmitter), 350 feet Mast Antenna, which can cover the whole station and neighboring, border states. The station was commissioned to provide an alternative television for news, entertainment, information, and education, covering more than 10 million people. ARTV has various programs on health, youth empowerment, and other social information activities on health issues. Similarly, ARTV has a team of media professionals (human resources) with over 100 staff with experiences in different media fields. Below are the key officers of ARTV station.

1. Managing Director serving as Chief Executive and Accounting Officer.
2. Director Administration and General Services as the Head of Administration.
3. Director Engineering Services.
4. Director Programs.
5. Director News and Current Affairs.
6. Director Commercial Services.
7. Other partners in the area of content productions and research.

The Applications of Management Theories in ARTV, Kano

From the plethora explanations offered on the management theories and styles, one may be right to say that their manifestations could be seen in almost all meaningful organizations that would want to achieve their overall organizational objectives using the available resources, and the mass media organizations are not an exception. For the mass media organization to stay above water level in this ever-increasing competitive environment, the need for proper management is imperative. This means that their activities have to be planned and coordinated in a coherent manner in order to achieve their long-term or short-term objectives.

All the issues that have been raised regarding management styles, policies and practices of broadcast media are the same with that of ARTV, Kano. This is because ARTV is a broadcast and government owned television station operating within Nigeria and conforming to the standards and provisions of the National Broadcasting Commission (NBC) and other regulatory agencies or bodies. However, based on the interview conducted with some management and staff of ARTV and secondary sources consulted, management theories and styles can be applied or rather are relevant to the station through the following relationships.

Scientific Management Theory and its Application

Scientific management theory decries awkward, inefficient or ill-directed movements of men as a serious loss. It assumes that human beings are naturally lazy and would like to shy away from responsibility and work. The theory sought to do away with the rule of thumb and embrace time observation and could lead to one best practice. Tasks should be broken into sub-tasks and works should be evenly shared between workers and each given the work that is best suited for him/her. It also advocated systematic training of workers rather than allowing personal discretion in the accomplishment of tasks.

Scientific management theory is very relevant in ARTV operations and management because the station plays an important role in keeping the public abreast with the latest happenings, holding the government accountable to the masses, correlating different parts of the society, aiding developmental processes, promotion of culture and social integration amongst others. Looking at the important role ARTV plays in the society, the

need for efficiency and effectiveness in the discharge of its constitutional duties is paramount. This is because through its reportage the, society can be made or marred.

Since ARTV can bring about peace and development as well as chaos and anarchy in the society, the rule of thumb has to be gotten rid of through the observation of laid down rules and ethics in discharging its duties. This means strict adherence to the code of ethics of the profession and news determinant (values) can help in the assessment of issues be it sensitive or otherwise rather than dwelling on rumor and mere intuitions capable of tearing the country apart.

The theory advocated that tasks should be broken into sub-tasks and works should be evenly shared between workers and each given the work that is best suited for him/her. This is in line with the division of labor inherent in journalism profession. In ARTV, reporters are usually assigned different beats to cover mostly best on the reporters' area of interests. These beats include science and technology, sport, agriculture, health, police and crime, court. Once a given reporter is assigned a particular beat to cover and has been covering and providing news for the media organizations for quite some time, the reporter tends to know a lot about that particular beat, thereby making him/her a specialist in that area, which in turn brings about better accomplishment of tasks. Also, division of labor made it possible for almost all the segments of the society to be covered.

Another important tenet of this theory is the fact that it pays attention to time observation. Time is one of the canons of media practices particularly the broadcast media which ARTV is one. Everything about the broadcast media is time. For example, news should be provided as it happens, otherwise it becomes stale looking at the nature of competition from other media organizations and the social media made possible by the development in the Information and Communication Technology (ICT). Also, journalists from time to time attend workshops, seminars and symposia in order to be able to discharge their duties in line with the provision of the constitution.

Classical Theory and its Application

Classical management theory harbors the bureaucratic theory and administrative theory. Bureaucratic theory talks about shifting from value oriented thinking and traditional actions to technocratic thinking. Fixed bureaucracy (stable and knowable rules), official jurisdictions and firmly ordered hierarchy in management are stressed. On the other hand, administrative theory focuses on five (5) principle roles: to forecast and plan, to organize, to command, to coordinate and to control. It also stresses amongst many things for specialization/division of labor, discipline, and unity of command, staff remuneration, and sealer chain (line of authority) and subordination of individual interest to general interest.

From the bureaucratic theory perspective, media organizations nowadays are after professionals and experts who can write seasoned reports and handle sophisticated equipment so as to keep their audiences glued to their stations which will in turn attract advertisers since corporate organizations and big businesses are after media stations with a good number of audience. This is why ARTV has over 100 media professionals working to satisfy the information needs of over ten (10) million audiences. Previously, employment in media organizations were largely dependent on whom one knows and not necessarily on what they can offer (mediocrity). Presently, employment in media organizations are tilted towards meritocracy (technocracy) where professional qualities are required and questions asked as to why "one should be employed". This is because there is a kind of stiff competition among media organizations and the need to maximize profit (Hassan, Azmi, Atek, 2015).

ARTV is bureaucratic in nature where standards and hierarchy are religiously followed. Of course, there is a chain and hierarchy of command from the top management to lower management. For instance, ARTV has the managing director and managers of the respective departments who are there to ensure that the rules and standards that govern media practices are being followed. In fact, the bureaucracies inherent in media practices is what makes the stations organized to some extent without which things will be done haphazardly. Also, ARTV has been categorized into various departments including news and current affairs, commercials, programs, and engineering. Each department performs unique and separate functions aimed at achieving the overall organizational objectives.

From the administrative theory point of view, ARTV usually forecast and plan. The forecast and planning of ARTV is manifested in its long, medium and short term plan. For example, the station which was established in 1981 may in its long-term plan, want to expand to an international news media in the next 10 or 20 years. Also, the station may, in its short-term plan, set a profit margin to be achieved within a stipulated period of time, for example one year.

ARTV performs specialized reporting where specific beats are being assigned to various reports so that they can be efficient and effective in that particular field rather than being jack of all trade masters of none. Specialization also helps a reporter to know much about a particular issue, thereby giving an in-depth and

substantive report with a lot of background and details which will help the audience to understand the report better. Also, ARTV staff members are being paid salaries, stipends or allowances for discharging their duties.

Behavioral Theory and its Application

The emphasis of the behavioral approach to management is on inter-relationship between people, work and organization. It concentrates on motivation, communication, leadership and work-group formation which can assist managers. It arouses as a result of problems of bad attitudes and behaviors of workers in the organization. The analysis of this school of thought is based on the fact that since management involves getting things done with or through humans, management should then be centered on inter-personal relationships. The seemingly new concepts of group dynamics, teamwork, and organizational social system all stem from this theory.

The relationship between behavioral theory and ARTV lies in the fact that the station cannot function in isolation from humans. Human and material resources have to be harnessed for the station to achieve its goal. Humans cannot function effectively without materials and vice versa. Of course, ARTV is being organized, controlled, coordinated and managed by people, and these people have different educational, cultural, religious, and ethnic inclinations. For them to achieve the overall organizational objectives, they have to co-exist and correlate with one another. Also, the success of one department is dependent upon the other as each department cannot function adequately without the other. For instance, the news and current affairs department needs the programs department for news processing and the organization in its entirety needs the marketing and advert department for its continuous survival. Simply put, the work of ARTV is all about teamwork.

Motivation is particularly important in ARTV as it makes the employees bring out their best and bear it on the work for which they have been assigned. This motivation must not necessarily be monetary; it can be sending a reporter to workshops and seminars that would add value to his/her work and personality or even offer him/her a ticket for pilgrimage (Hajj) among other incentives and bonuses.

Recent Theories and their Applications

Other recent theories such as system, contingency, chaos and team building theories are also very relevant in ARTV. For instance, from the system theory perspective, ARTV operates in an environment and it is part of the social system. The station needs the environment to properly carry out its duties. The personnel, equipment, news, advert and information (human and material resources) that ARTV uses emanates from the environment. Also as part and parcel of the social system, ARTV shapes the society through its programs and the society also shapes the activities of the station.

Similarly, there are instances where the ARTV goes with the contingency theory. This is because situation may warrant the station to cover programs emanating from outside the station (OB programs) and transmit them live for audience consumptions. Also a reporter can be sent to cover a particular program without a camera man and he/she is expected to do everything needed for the program to be aired; the reporter does virtually everything (utility worker).

Globalization and development in ICT which brings about citizen journalism, has made ARTV to imbibe the culture of online presence in order to cope with the exigencies of the period, thereby resorting to the adoption of chaos theory of management. The presence of social media has made the station unable to control the flow of information and the audience accessibility to the information. At least with the mainstream media such as ARTV going online, audience can have the opportunity to verify whatever information that might have been provided through the social media.

The hallmark of ARTV operations in terms of management and information production and dissemination is dependent upon team work. Every department has a particular role to play in other for the station to achieve its objectives. Also, for a successful program to be aired, the inputs of different personnel are required.

II. CONCLUSION

Management is very vital in all organizational endeavors as all organizations have both human and non-human resources that must be coordinated in order to achieve their aim and objectives. Every organization has aim and objectives to be achieved. Therefore, it becomes pertinent for all organizations to coordinate, control, supervise and direct their resources. However, the managerial skills required vary with organizational levels. The goal of all managers is to create a surplus and to be productive by achieving a favorable output-input ratio within a specific time period with due consideration for quality. Productivity implies effectiveness (achievement of objectives) and efficiency (using the least amount of resources).

Management as a practice is art while organized knowledge about management is science. The development of management theory involves the development of concepts, principles, and techniques. There are

many theories about management, and each contributes something to people's knowledge of what managers do. Each theory has its own characteristics and advantages as well as limitations. The operational or management approach draws on each "school" and systematically integrates them.

Media management entails the coordination of human and material resources in the news media such as radio, television, newspaper, and magazine with the aim of using minimum input to achieve maximum output. The human and material resources to be managed and coordinated are men, money, materials, and machines. These resources must be carefully and consistently coordinated if the media organizations want to effectively perform their role of educating, informing, entertaining, socializing, mobilizing and integrating the public.

The management theories and styles are quite relevant in understanding the nature and modus operandi of media organizations particularly ARTV, Kano and the world at large. This is because the tenets of the various theories are utilized in ARTV which has been carefully examined in this paper. However, there is no single theory of management without shortcomings. This accounts for why it might be difficult to suggest one workable theory which ARTV should adopt as each theory has its pros and cons. Nevertheless, for ARTV to stay afloat in this era of stiff competition, the need for adoption of multi-dimensional approach is imperative. Harnessing the good tenets of the various management theories will help the station in actualizing its overall short, medium or long term organizational objectives.

ARTV is an open system that operates within and interacts with the environment, and as such should be responsible for discharging its duties based on the professional ethics and standards. No doubt, a manager who makes serious attempts to translate theory into reality is bound to increase productivity more than a manager who chooses to use the 'fire brigade' or trial and error approach.

REFERENCES

- [1]. Abuthahir, S. (2014). Management theory and practice. New Delh: Global Access.
- [2]. Ahmed, P. K., & Rafiq, M. (2003). Internal marketing issues and challenges. *European Journal of marketing*, 37(9): 1177-1186.
- [3]. Aina, S. (2002). Modern media management. Abeokuta: Ebumsum Publishers.
- [4]. Asemah, E. (2011). Selected mass media themes. Jos: University Press.
- [5]. Bello, M. L. (2014). Intergovernmental Relations in Nigeria: An assessment of its practice at the Local Government Level. *Journal of Poverty, Instrument and Development: An open Access International Journal*, 4(1): 11-27.
- [6]. Chukwu, C. O. (2015). Government Broadcast Media Ownership Pattern and Media Content in Nigeria – Its Threats to Democracy. *Research on Humanities and Social Sciences*, 5 (16): 1-11.
- [7]. Coronel, S. (2003). The role of the media in deepening democracy. NGO Media Outreach. Retrieved from: <http://unpan1.un.org/intradoc/groups/public/documents/un/unpan010194.pdf>
- [8]. Cristina, A. M. (2010). The Management of Media Organizations—from Theory to Practice. *Economic Sciences Series*, 10(1): 856-862.
- [9]. Davis, A. (2000). Public relations, news production and changing patterns of source access in the British national media. *Media, Culture & Society*, 22(1): 39-59.
- [10]. Fayol, H. (1949). General and industrial management. Translated by Constance Storrs. London: Pitman.
- [11]. Fleet, D. & Peterson, O. (1994). *Contemporary Management (Third Ed.)*. Chicago: Houghton Mifflin Company.
- [12]. Gale, T. (2006). Contingency approach to management. BookRags. Retrieved from:
- [13]. <https://www.bookrags.com/checkout/?p=gale&u=contingency-approach-to-management-eom>
- [14]. Griffin, R. (1996). Management. New Jersey: Houghton Mifflin Company.
- [15]. Grönroos, C. (1994). From scientific management to service management: a management perspective for the age of service competition. *International Journal of Service Industry Management*, 5(1): 5-20.
- [16]. Hassan, I., Azmi, M. N. L., Atek, E. S. (2015). Measuring Readers' Satisfaction with Online Newspaper Contents: A Study of Daily Trust. *The American Journal of Innovative Research and Applied Sciences*, 1 (8): 304-311.
- [17]. Hughes, O. E. (2012). Public management and administration. UK: Palgrave Macmillan.
- [18]. Imhonopi, D. (2012). The Development and Influence of Mass Media in the Nigerian Society. Retrieved from:
- [19]. <http://covenantuniversity.edu.ng/Profiles/IMHONOPI-DAVID/The-Development-and-Influence-of-Mass-Media-in-the-Nigerian-Society>
- [20]. Jensen, M. C. (2001). Value maximization, stakeholder theory, and the corporate objective function. *Journal of applied corporate finance*, 14(3): 8-21.
- [21]. Johnson, R. A., Kast, F. E., & Rosenzweig, J. E. (1964). Systems theory and management. *Management Science*, 10(2): 367-384.

- [22]. Kalejaiye, P. O., Adebayo, K., & Lawal, O. (2013). Deregulation and privatization in Nigeria: The advantages and disadvantages so far. *African Journal of Business Management*, 7(25): 2403.
- [23]. Kast, F. E., & Rosenzweig, J. E. (1972). *General systems theory: Applications for organization and management*. *Academy of management journal*, 15(4): 447-465.
- [24]. Koontz, M., O'Donnell, C., & Weihrich, H. (1990). *Management*. New York: McGraw-Hill.
- [25]. Kreitner, R. (1992). *Management*. Boston: Houghton Mifflin Company.
- [26]. Lamidi, K. O. (2015). Theories of Public Administration: An Anthology of Essays. *International Journal of Politics & Good Governance*, 6(6.3): 1-35.
- [27]. McFarland, D. (1979). *Management fundamentals and practice*. New York: McMillian Publishing Company.
- [28]. Moore, R. F. (Ed.). (1970). *AMA management handbook (Vol. 1)*. American Management Association. Retrieved from: <http://cloudlrf.info/ama1966215.pdf>
- [29]. Muhammad A. (2010, April 30). Kano gov names sate TV station after Rimi. *Vanguard news*. Retrieved from:
[30]. <https://www.vanguardngr.com/2010/04/kano-govt-names-state-tv-station-after-rimi/>
- [31]. Ogunsola, L. A., & Aboyade, W. A. (2005). Information and communication technology in Nigeria: Revolution or evolution. *Journal of Social science*, 11(1): 7-14.
- [32]. Okafor, L. (2011). *Elements of management*. Enugu: RhyceKerex Publishers.
- [33]. Olum, Y. (2004). *Modern management theories and practices*. A paper presented at the 15th East African Central Banking Course, held on 12th July. Kenya: Kenya School of Monetary Studies.
- [34]. Pringle, P., & Starr, M. F. (2013). *Electronic Media Management, Revised*. UK: Taylor & Francis.
- [35]. Prior, M. (2007). *Post-broadcast democracy: How media choice increases inequality in political involvement and polarizes elections*. Cambridge University Press.
- [36]. Sridhar, M. (2017). *Schools of management thought*. Retrieved from:
[37]. <https://www.researchgate.net/publication/224952289>
- [38]. Udomisor, I. W. (2013). Management of Radio and Television Stations in Nigeria. *New Media and Mass Communication*, 10. Retrieved from: <http://www.iiste.org/Journals/index.php/NMMC/article/view/4387>
- [39]. Valcke, P., Sukosd, M., & Picard, R. (Eds.). (2015). *Media pluralism and diversity: concepts, risks and global trends*. Berlin: Springer.
- [40]. William, S. (1977). *Management classics*. California: Goodyear Publishing Company.