

BA-JMC 302

Media Organisation and Entrepreneurship

Unit-I [Management : Functions & Principles]

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3. Responsibility, Authority and Accountability of Management
4. Planning – Definition, process and importance, organizing, directing and controlling
5. Human Resource Planning

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1. Management – Definition, Nature, Principles and Need for Management

Concept of Management



Management involves creating an internal environment: - It is the management which puts into use the various factors of production. Therefore, it is the responsibility of management to create such conditions which are conducive to maximum efforts so that people are able to perform their task efficiently and effectively. It includes ensuring availability of raw materials, determination of wages and salaries, formulation of rules & regulations etc.

Therefore, we can say that good management includes both being effective and efficient. Being an effective means doing the appropriate task i.e., fitting the square pegs in square holes and

round pegs in round holes. Therefore, It means doing the task correctly, at least possible cost with minimum wastage of resources.

Nature of Management

Management is an activity concerned with guiding human and physical resources such that organizational goals can be achieved. Nature of management can be highlighted as: -

1. **Management is Goal-Oriented:** The success of any management activity is assessed by its achievement of the predetermined goals or objective. Management is a purposeful activity. It is a tool which helps use of human & physical resources to fulfill the pre-determined goals. For example, the goal of an enterprise is maximum consumer satisfaction by producing quality goods and at reasonable prices. This can be achieved by employing efficient persons and making better use of scarce resources.
2. **Management integrates Human, Physical and Financial Resources:** In an organization, human beings work with non-human resources like machines. Materials, financial assets, buildings etc. Management integrates human efforts to those resources. It brings harmony among the human, physical and financial resources.
3. **Management is Continuous:** Management is an ongoing process. It involves continuous handling of problems and issues. It is concerned with identifying the problem and taking appropriate steps to solve it. E.g. the target of a company is maximum production. For achieving this target various policies have to be framed but this is not the end. Marketing and Advertising is also to be done. For this policies have to be again framed. Hence this is an ongoing process.
4. **Management is all Pervasive:** Management is required in all types of organizations whether it is political, social, cultural or business because it helps and directs various efforts towards a definite purpose. Thus clubs, hospitals, political parties, colleges, hospitals, business firms all require management. When ever more than one person is engaged in working for a common goal, management is necessary. Whether it is a small business firm which may be engaged in trading or a large firm like Tata Iron & Steel, management is required everywhere irrespective of size or type of activity.
5. **Management is a Group Activity:** Management is very much less concerned with individual's efforts. It is more concerned with groups. It involves the use of group effort to achieve predetermined goal of management of ABC & Co. is good refers to a group of persons managing the enterprise

FAYOL'S MANAGEMENT PRINCIPLES

1. Division of Work -

The specialization of the workforce according to the skills a person, creating specific personal and professional development within the labour force and therefore increasing productivity; leads to specialization which increases the efficiency of labour. By separating a small part of work, the workers speed and accuracy in its performance increases. This principle is applicable to both technical as well as managerial work.

2. Authority and Responsibility

The issue of commands is followed by responsibility for their consequences. Authority means the right of a superior to give order to his subordinates; responsibility means obligation for performance. This principle suggests that there must be parity between authority and responsibility. They are co-existent and go together, and are two sides of the same coin.

3. Discipline

Discipline refers to obedience, proper conduct in relation to others, respect of authority, etc. It is essential for the smooth functioning of all organizations.

4. Unity of Command -

This principle states that every subordinate should receive orders and be accountable to one and only one superior. If an employee receives orders from more than one superior, it is likely to create confusion and conflict. Unity of Command also makes it easier to fix responsibility for mistakes.

5. Unity of Direction -

All those working in the same line of activity must understand and pursue the same objectives. All related activities should be put under one group, there should be one plan of action for them, and they should be under the control of one manager. It seeks to ensure unity of action, focusing of efforts and coordination of strength.

6. Subordination of Individual Interest

The management must put aside personal considerations and put company objectives first. Therefore the interests of goals of the organization must prevail over the personal interests of individuals.

7. Remuneration -

Workers must be paid sufficiently as this is a chief motivation of employees and therefore greatly influences productivity. The quantum and methods of remuneration payable should be fair, reasonable and rewarding of effort.

8. The Degree of Centralization -

The amount of power wielded with the central management depends on company size. Centralization implies the concentration of decision making authority at the top management. Sharing of authority with lower levels is called decentralization. The organization should strive to achieve a proper balance.

9. Scalar Chain -

Scalar Chain refers to the chain of superiors ranging from top management to the lowest rank. The principle suggests that there should be a clear line of authority from top to bottom linking all managers at all levels. It is considered a chain of command. It involves a concept called a "gang plank" using which a subordinate may contact a superior or his superior in case of an emergency, defying the hierarchy of control. However the immediate superiors must be informed about the matter.

10. Order -

Social order ensures the fluid operation of a company through authoritative procedure. Material order ensures safety and efficiency in the workplace.

11. Equity -

Employees must be treated kindly, and justice must be enacted to ensure a just workplace. Managers should be fair and impartial when dealing with employees.

12. Stability of Tenure of Personnel -

The period of service should not be too short and employees should not be moved from positions frequently. An employee cannot render useful service if he is removed before he becomes accustomed to the work assigned to him.

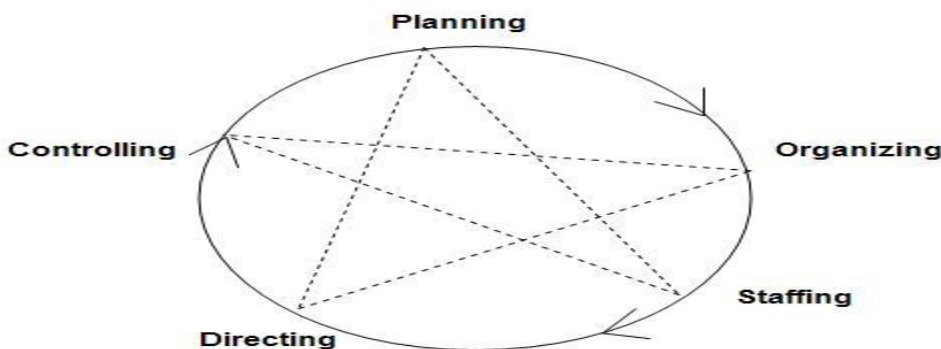
13. Initiative -

Using the initiative of employees can add strength and new ideas to an organization. Initiative on the part of employees is a source of strength for the organization because it provides new and better ideas. Employees are likely to take greater interest in the functioning of the organization.

14. Esprit de Corps - This refers to the need of managers to ensure and develop morale in the workplace; individually and communally. Team spirit helps develop an atmosphere of mutual trust and understanding. These can be used to initiate and aid the processes of change, organization, decision making, skill management and the overall view of the management function

2. Management Functions

Functions of Management



3.

Process of Management

(A) Management Process:



(B) Elements of Management Process (Functions of Management):



Managerial levels / Levels of Management

The term “**Levels of Management**” refers to a line of demarcation between various managerial positions in an organization. The number of levels in management increases when the size of the business and work force increases and vice versa. The level of management determines a chain of command, the amount of authority & status enjoyed by any managerial position. The levels of management can be classified in three broad categories:

1. **Top level / Administrative level**
2. **Middle level**
3. **Low level / Supervisory / Operative / First-line managers**

Managers at all these levels perform different functions. The role of managers at all the three levels is discussed below:



LEVELS OF MANAGEMENT

1. Top Level of Management

It consists of board of directors, chief executive or managing director. The top management is the ultimate source of authority and it manages goals and policies for an enterprise. It devotes more time on planning and coordinating functions.

The role of the top management can be summarized as follows -

- Top management lays down the objectives and broad policies of the enterprise.
- It issues necessary instructions for preparation of department budgets, procedures, schedules etc.
- It prepares strategic plans & policies for the enterprise.
- It appoints the executive for middle level i.e. departmental managers.
- It controls & coordinates the activities of all the departments.
- It is also responsible for maintaining a contact with the outside world.
- It provides guidance and direction.
- The top management is also responsible towards the shareholders for the performance of the enterprise.

1. Responsibility, Authority and Accountability of Management

RELATIONSHIP BETWEEN AUTHORITY AND RESPONSIBILITY

Authority is the legal right of person or superior to command his subordinates while accountability is the obligation of individual to carry out his duties as per standards of performance. Authority flows from the superiors to subordinates, in which orders and instructions are given to subordinates to complete the task. It is only through authority, a manager exercises

control. In a way through exercising the control the superior is demanding accountability from subordinates. If the marketing manager directs the sales supervisor for 50 units of sale to be undertaken in a month. If the above standards are not accomplished, it is the marketing manager who will be accountable to the chief executive officer. Therefore, we can say that authority flows from top to bottom and responsibility flows from bottom to top. Accountability is a result of responsibility and responsibility is result of authority. Therefore, for every authority an equal accountability is attached.

Differences between Authority and Responsibility

Authority	Responsibility
It is the legal right of a person or a superior to command his subordinates.	It is the obligation of subordinate to perform the work assigned to him.
Authority is attached to the position of a superior in concern.	Responsibility arises out of superior-subordinate relationship in which subordinate agrees to carry out duty given to him.
Authority can be delegated by a superior to a subordinate	Responsibility cannot be shifted and is absolute
It flows from top to bottom.	It flows from bottom to top.

4. Planning – Definition, process and importance, organizing, directing and controlling

Planning means looking ahead and chalking out future courses of action to be followed. It is a preparatory step. It is a systematic activity which determines when, how and who is going to perform a specific job. Planning is a detailed programme regarding future courses of action. It is rightly said “**Well plan is half done**”. Therefore planning takes into consideration available & prospective human and physical resources of the organization so as to get effective co-ordination, contribution & perfect adjustment. It is the basic management function which includes formulation of one or more detailed plans to achieve optimum balance of needs or demands with the available resources.

According to Urwick, “Planning is a mental predisposition to do things in orderly way, to think before acting and to act in the light of facts rather than guesses”. Planning is deciding best

alternative among others to perform different managerial functions in order to achieve predetermined goals.

According to Koontz & O'Donell, "Planning is deciding in advance what to do, how to do and who is to do it. Planning bridges the gap between where we are to, where we want to go. It makes possible things to occur which would not otherwise occur".

Purpose of Planning

- 1) Reduces uncertainty and risk
- 2) Provides sense of direction
- 3) Encourages innovation & creativity
- 4) Helps in coordination
- 5) Guides decision making
- 6) Provides a basis for decentralization
- 7) Provides efficiency in operation
- 8) Facilitates control

Planning Process

Planning function of management involves following steps:-

1. Establishment of objectives
 - a. Planning requires a systematic approach.
 - b. Planning starts with the setting of goals and objectives to be achieved.
 - c. Objectives provide a rationale for undertaking various activities as well as indicate direction of efforts.
 - d. Moreover objectives focus the attention of managers on the end results to be achieved.
 - e. As a matter of fact, objectives provide nucleus to the planning process. Therefore, objectives should be stated in a clear, precise and unambiguous language. Otherwise the activities undertaken are bound to be ineffective.
 - f. As far as possible, objectives should be stated in quantitative terms. For example, Number of men works, wages given, units produced, etc. But such an objective cannot be stated in quantitative terms like performance of quality control manager, effectiveness of personnel manager.
 - g. Such goals should be specified in qualitative terms.

- h. Hence objectives should be practical, acceptable, workable and achievable.
- 2. Establishment of Planning Premises
 - a. Planning premises are the assumptions about the lively shape of events in future.
 - b. They serve as a basis of planning.
 - c. Establishment of planning premises is concerned with determining where one tends to deviate from the actual plans and causes of such deviations.
 - d. It is to find out what obstacles are there in the way of business during the course of operations.
 - e. Establishment of planning premises is concerned to take such steps that avoids these obstacles to a great extent.
 - f. Planning premises may be internal or external. Internal includes capital investment policy, management labour relations, philosophy of management, etc. Whereas external includes socio- economic, political and economical changes.
 - g. Internal premises are controllable whereas external are non- controllable.
- 3. Choice of alternative course of action
 - a. When forecast are available and premises are established, a number of alternative course of actions have to be considered.
 - b. For this purpose, each and every alternative will be evaluated by weighing its pros and cons in the light of resources available and requirements of the organization.
 - c. The merits, demerits as well as the consequences of each alternative must be examined before the choice is being made.
 - d. After objective and scientific evaluation, the best alternative is chosen.
 - e. The planners should take help of various quantitative techniques to judge the stability of an alternative.
- 4. Formulation of derivative plans
 - a. Derivative plans are the sub plans or secondary plans which help in the achievement of main plan.
 - b. Secondary plans will flow from the basic plan. These are meant to support and expedite the achievement of basic plans.
 - c. These detail plans include policies, procedures, rules, programmes, budgets, schedules, etc. For example, if profit maximization is the main aim of the enterprise, derivative plans will include sales maximization, production maximization, and cost minimization.
 - d. Derivative plans indicate time schedule and sequence of accomplishing various tasks.
- 5. Securing Co-operation
 - a. After the plans have been determined, it is necessary rather advisable to take subordinates or those who have to implement these plans into confidence.
 - b. The purposes behind taking them into confidence are :-
 - i. Subordinates may feel motivated since they are involved in decision making process.
 - ii. The organization may be able to get valuable suggestions and improvement in formulation as well as implementation of plans.
 - iii. Also the employees will be more interested in the execution of these plans.

6. Follow up/Appraisal of plans

- a. After choosing a particular course of action, it is put into action.
- b. After the selected plan is implemented, it is important to appraise its effectiveness.
- c. This is done on the basis of feedback or information received from departments or persons concerned.
- d. This enables the management to correct deviations or modify the plan.
- e. This step establishes a link between planning and controlling function.
- f. The follow up must go side by side the implementation of plans so that in the light of observations made, future plans can be made more realistic.

CONCEPT OF ORGANIZING

Organizing is the function of management which follows planning. It is a function in which the synchronization and combination of human, physical and financial resources takes place. All the three resources are important to get results. Therefore, organizational function helps in achievement of results which in fact is important for the functioning of a concern. According to *Chester Barnard*, "Organizing is a function by which the concern is able to define the role positions, the jobs related and the co- ordination between authority and responsibility. Hence, a manager always has to organize in order to get results.

A manager performs organizing function with the help of following steps:-

1. **Identification of activities** - All the activities which have to be performed in a concern have to be identified first. For example, preparation of accounts, making sales, record keeping, quality control, inventory control, etc. All these activities have to be grouped and classified into units.
2. **Departmentally organizing the activities** - In this step, the manager tries to combine and group similar and related activities into units or departments. This organization of dividing the whole concern into independent units and departments is called departmentation.
3. **Classifying the authority** - Once the departments are made, the manager likes to classify the powers and its extent to the managers. This activity of giving a rank in order to the managerial positions is called hierarchy. The top management is into formulation of policies, the middle level management into departmental supervision and lower level management into supervision of foremen. The clarification of authority help in bringing efficiency in the running of a concern. This helps in achieving efficiency in the running of a concern. This helps in avoiding wastage of time, money, effort, in avoidance of

duplication or overlapping of efforts and this helps in bringing smoothness in a concern's working.

4. **Co-ordination between authority and responsibility** - Relationships are established among various groups to enable smooth interaction toward the achievement of the organizational goal. Each individual is made aware of his authority and he/she knows whom they have to take orders from and to whom they are accountable and to whom they have to report. A clear organizational structure is drawn and all the employees are made aware of it.

5. DIRECTING

It is that part of managerial function which actuates the organizational methods to work efficiently for achievement of organizational purposes. It is considered life spark of the enterprise which sets it in motion the action of people because planning, organizing and staffing are the mere preparations for doing the work.

Direction is that inert-personnel aspect of management which deals directly with influencing, guiding, supervising, motivating sub-ordinate for the achievement of organizational goals.

Direction has following elements:

1. Supervision
2. Motivation
3. Leadership
4. Communication

Supervision- implies overseeing the work of subordinates.

Controlling

Controlling consists of verifying whether everything occurs in conformities with the plans adopted, instructions issued and principles established. Controlling ensures that there is effective and efficient utilization of organizational resources so as to achieve the planned goals. Controlling measures the deviation of actual performance from the standard performance, discovers the causes of such deviations and helps in taking corrective actions

According to Brech, “Controlling is a systematic exercise which is called as a process of checking actual performance against the standards or plans with a view to ensure adequate progress and also recording such experience as is gained as a contribution to possible future needs.”

According to Donnell, “Just as a navigator continually takes reading to ensure whether he is relative to a planned action, so should a business manager continually take reading to assure himself that his enterprise is on right course.”

Controlling has got two basic purposes

1. It facilitates co-ordination
2. It helps in planning

Nature of Controlling Function

Following are the characteristics of controlling function of management-

1. **Controlling is an end function-** A function which comes once the performances are made in conformities with plans.
2. **Controlling is a pervasive function-** which means it is performed by managers at all levels and in all type of concerns.
3. **Controlling is forward looking-** because effective control is not possible without past being controlled. Controlling always looks to future so that follow-up can be made whenever required.
4. **Controlling is a dynamic process-** since controlling requires taking reviewable methods, changes have to be made wherever possible.
5. **Controlling is related with planning-** Planning and Controlling are two inseparable functions of management. Without planning, controlling is a meaningless exercise and without controlling, planning is useless. *Planning presupposes controlling and controlling succeeds planning.*

5. Human Resource Planning

Human Resource – involve the ability to interact effectively with people. Managers interact and cooperate with employees. Because managers deal directly with people, this skill is crucial. Managers with good human skills are able to get the best out of their people. They know how to communicate, motivate, lead, and inspire enthusiasm and trust. These skills are equally important at all levels of management.

Human skills are also the ability to interact effectively with people at all levels. This skill develops in the manager sufficient ability.

- a) To recognize the feelings and sentiments of others
- b) To judge the possible reactions to, and outcomes of various courses of action he may undertake and
- c) To examine his own concepts and values this may enable him to develop more useful attitudes about himself.

Unit 2

Unit-II [Behaviour and Leadership]

- 1. Foundations of behaviour – Attitudes, Personality and Learning
- 2. Leadership – Importance and major types
- 3. Motivation and Conflict management

1. Foundations of behaviour – Attitudes, Personality and Learning

- 4. The Behavioural science approach is based on certain assumptions about man and organization, which may be looked upon as their prepositions (statements of opinion or judgment) also. Those may be outlined as follows
- 5. 1. Organization is socio-technical system involving people and technology as their primary components.
- 6. 2. The behaviour of the members of an organization clearly affects its structure and its functioning, as well as the principles on which it can be managed.
- 7. 3. Individual's behaviour is closely linked with a greatly influenced by the behaviour of the group to which he belongs.
- 8. 4. A wide range of factors influences work and interpersonal behaviour of people in the organization.
- 9. 5. Congruence (agreement) between organizational goals and individual goals organizations members would be established.

10. 6. Several individual differences in perceptions, aspirations, needs, feelings, abilities and values of people exist in the organization, such difference along with their changing nature over periods of time have to be recognized.
11. 7. Informal leadership rather than the formal authority of supervisors is more important for increase in employee performance.
12. 8. Democratic leadership style and participative managerial style encourage positive attitude of employee towards work and foster's high moral and initiative among them.
13. 9. By nature most people enjoy work and are motivated by self-direction, self-control and self-development.
14. 10. Conflict in organization may to some extent be inevitable and at times even desirable for development, innovation and creativity in certain cases. Conflicts and cooperation coexist in organizations. Conflicts are not to be suppressed, but are to be resolved and that too not always. Coordinated is vital for achievement of organizational goals.
15. The above proposition is important elements of Behavioral science thinking. Thus the Behavioral approach represents a significant advance over the human relations approach.
16. The major areas of research and analysis by the Behavioral scientists are interaction between organizational structure, work performance and employees behavior, consequences of traditional, coercive controls on humans, influence of technological advances and changes on group behavior, human needs and aspirations, theories of motivation and leadership, developmental aspects of human resources, organizational behavior aspects, group dynamics, patterns of communication and their importance in the organization, managerial styles and their impact on employee behavior, organizational climate, culture and politics, organizational development, change and conflict, organizational rules and status, and so on.

1. Leadership – Importance and major types

Leadership

Leadership is a process by which an executive can direct, guide and influence the behavior and work of others towards accomplishment of specific goals in a given situation. Leadership is the ability of a manager to induce the subordinates to work with confidence and zeal.

Leadership is the potential to influence behaviour of others. It is also defined as the capacity to influence a group towards the realization of a goal. Leaders are required to develop future visions, and to motivate the organizational members to want to achieve the visions.

According to Keith Davis, “Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals.”

Characteristics of Leadership

1. It is a inter-personal process in which a manager is into influencing and guiding workers towards attainment of goals.
2. It denotes a few qualities to be present in a person which includes intelligence, maturity and personality.
3. It is a group process. It involves two or more people interacting with each other.
4. A leader is involved in shaping and molding the behaviour of the group towards accomplishment of organizational goals.
5. Leadership is situation bound. There is no best style of leadership. It all depends upon tackling with the situations.

Importance of Leadership

Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. The following points justify the importance of leadership in a concern.

1. **Initiates action-** Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.
2. **Motivation-** A leader proves to be playing an incentive role in the concern’s working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.
3. **Providing guidance-** A leader has to not only supervise but also play a guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform their work effectively and efficiently.
4. **Creating confidence-** Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, explaining them clearly their role and giving them guidelines to achieve the goals effectively. It is also important to hear the employees with regards to their complaints and problems.
5. **Building morale-** Morale denotes willing co-operation of the employees towards their work and getting them into confidence and winning their trust. A leader can be a morale booster by achieving full co-operation so that they perform with best of their abilities as they work to achieve goals.
6. **Builds work environment-** Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept into mind by a leader. He should have personal contacts with employees and should listen to their problems and solve them. He should treat employees on humanitarian terms.

7. **Co-ordination-** Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co-ordination which should be primary motive of a leader.

Types of leadership

Laissez-Faire

A laissez-faire leader lacks direct supervision of employees and fails to provide regular feedback to those under his supervision. Highly experienced and trained employees requiring little supervision fall under the laissez-faire leadership style. However, not all employees possess those characteristics. This leadership style hinders the production of employees needing supervision. The laissez-faire style produces no leadership or supervision efforts from managers, which can lead to poor production, lack of control and increasing costs.

Autocratic

The autocratic leadership style allows managers to make decisions alone without the input of others. Managers possess total authority and impose their will on employees. No one challenges the decisions of autocratic leaders. Countries such as Cuba and North Korea operate under the autocratic leadership style. This leadership style benefits employees who require close supervision. Creative employees who thrive in group functions detest this leadership style.

Participative

Often called the democratic leadership style, participative leadership values the input of team members and peers, but the responsibility of making the final decision rests with the participative leader. Participative leadership boosts employee morale because employees make contributions to the decision-making process. It causes them to feel as if their opinions matter. When a company needs to make changes within the organization, the participative leadership style helps employees accept changes easily because they play a role in the process. This style meets challenges when companies need to make a decision in a short period.

Transactional

Managers using the transactional leadership style receive certain tasks to perform and provide rewards or punishments to team members based on performance results. Managers and team members set predetermined goals together, and employees agree to follow the direction and leadership of the manager to accomplish those goals. The manager possesses power to review results and train or correct employees when team members fail to meet goals. Employees receive rewards, such as bonuses, when they accomplish goals.

Transformational

The transformational leadership style depends on high levels of communication from management to meet goals. Leaders motivate employees and enhance productivity and efficiency through communication and high visibility. This style of leadership requires the involvement of management to meet goals. Leaders focus on the big picture within an organization and delegate smaller tasks to the team to accomplish goals.

2. Motivation and Conflict management

MOTIVATION

Motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to actions to accomplish the goals. In the work goal context the psychological factors stimulating the people's behaviour can be -

- desire for money
- success
- recognition
- job-satisfaction
- team work, etc

One of the most important functions of management is to create willingness amongst the employees to perform in the best of their abilities. Therefore the role of a leader is to arouse interest in performance of employees in their jobs. The process of motivation consists of three stages:-

1. A felt need or drive
2. A stimulus in which needs have to be aroused
3. When needs are satisfied, the satisfaction or accomplishment of goals.

Therefore, we can say that motivation is a psychological phenomenon which means needs and wants of the individuals have to be tackled by framing an incentive plan.

Importance of Motivation

Motivation is a very important for an organization because of the following benefits it provides:-

1. Puts human resources into action
2. Improves level of efficiency of employees
3. Leads to achievement of organizational goals
4. Builds friendly relationship

Leads to stability of work force

THEORIES OF MOTIVATION

Maslow's Need Hierarchy Model

Abraham Maslow is well renowned for proposing the Hierarchy of Needs Theory in 1943. This theory is a classical depiction of human motivation. This theory is based on the assumption that there is a hierarchy of five needs within each individual. The urgency of these needs varies. These five needs are as follows-



1. **Physiological needs-** These are the basic needs of air, water, food, clothing and shelter. In other words, physiological needs are the needs for basic amenities of life.
2. **Safety needs-** Safety needs include physical, environmental and emotional safety and protection. For instance- Job security, financial security, protection from animals, family security, health security, etc.
3. **Social needs-** Social needs include the need for love, affection, care, belongingness, and friendship.
4. **Esteem needs-** Esteem needs are of two types: internal esteem needs (self- respect, confidence, competence, achievement and freedom) and external esteem needs (recognition, power, status, attention and admiration).
5. **Self-actualization need-** This include the urge to become what you are capable of becoming / what you have the potential to become. It includes the need for growth and self-contentment. It also includes desire for gaining more knowledge, social- service, creativity and being aesthetic. The self- actualization needs are never fully satiable. As an individual grows psychologically, opportunities keep cropping up to continue

growing.

According to Maslow, individuals are motivated by unsatisfied needs. As each of these needs is significantly satisfied, it drives and forces the next need to emerge. Maslow grouped the five needs into two categories - **Higher-order needs** and **Lower-order needs**. The physiological and the safety needs constituted the lower-order needs. These lower-order needs are mainly satisfied externally. The social, esteem, and self-actualization needs constituted the higher-order needs. These higher-order needs are generally satisfied internally, i.e., within an individual. Thus, we can conclude that during boom period, the employees lower-order needs are significantly met.

Herzberg's Two-Factor Theory of Motivation

In 1959, Frederick Herzberg, a behavioral scientist proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction".

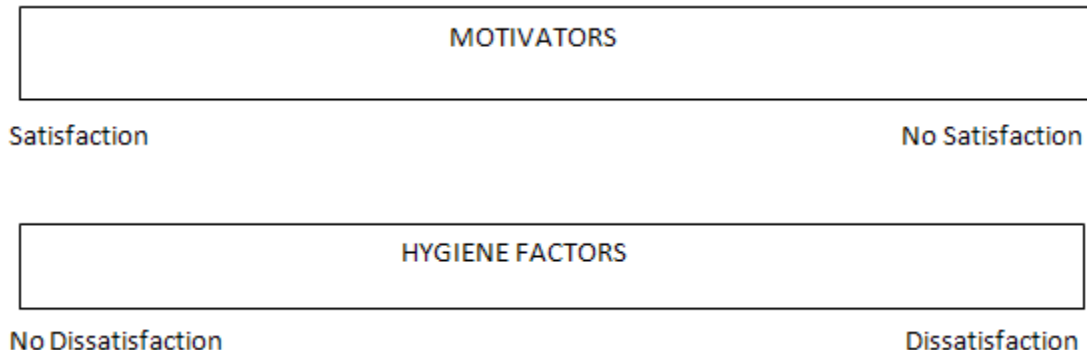


FIGURE: Herzberg's view of satisfaction and dissatisfaction

Herzberg classified these job factors into two categories-

- Hygiene factors-** Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent / if these factors are non-existent at workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors which when adequate/reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. Hygiene factors are also called as **dissatisfiers or maintenance factors** as they are required to avoid dissatisfaction. These factors describe

the job environment/scenario. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled. Hygiene factors include:

- Pay - The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain.
- Company Policies and administrative policies - The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc.
- Fringe benefits - The employees should be offered health care plans (mediclaime), benefits for the family members, employee help programmes, etc.
- Physical Working conditions - The working conditions should be safe, clean and hygienic. The work equipments should be updated and well-maintained.
- Status - The employees' status within the organization should be familiar and retained.
- Interpersonal relations - The relationship of the employees with his peers, superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present.
- Job Security - The organization must provide job security to the employees.

b. **Motivational factors-** According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include:

- Recognition - The employees should be praised and recognized for their accomplishments by the managers.
- Sense of achievement - The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.
- Growth and promotional opportunities - There must be growth and advancement opportunities in an organization to motivate the employees to perform well.
- Responsibility - The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.

Meaningfulness of the work - The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

Conflicting In the organization may to some extent to inevitable and at times even desirable for development, innovation and creativity in certain cases. Conflicts and cooperation coexist in organizations. Conflicts are not to be suppressed, but are to be resolved and that too not always. Coordinated in vital for achievement of organizational goals.

The above proposition is important elements of Behavioral science thinking. Thus the Behavioral approach represents a significant advance over the human relations approach.

The major areas of research and analysis by the Behavioral scientists are interaction between organizational structure, work performance and employees behavior, consequences of traditional, coercive controls on humans, influence of technological advances and changes on group behavior, human needs and aspirations, theories of motivation and leadership, developmental aspects of human resources, organizational behavior aspects, group dynamics, patterns of communication and their importance in the organization, managerial styles and their impact on employee behavior, organizational climate, culture and politics, organizational development, change and conflict, organizational rules and status, and so on.

Unit-III [Media Organizations : Structure and functions]

1. Media Organisations : Meaning, Nature, process and importance
2. Ownership patterns of media organizations
3. Organisational structure of media organizations : Print/Electronic and their functions
4. Cross media ownership, conglomerates

1. Media Organisations : Meaning, Nature, process and importance

Media Organization

Media Organization involves the examination of media organizations, industries, and policies and the vital role that media play in the production of news, information, and entertainment in a democratic society. The concentration includes a critical analysis of the history, functions, and structures of media organizations in the global life; of the economic, social, legal, and technological forces influencing media; and of the roles that media play in society.

The term "media organization" means "a person or entity engaged in disseminating information to the general public through a newspaper, magazine, other publication, radio, television, cable television, or other medium of mass communication"

Why is the Media Important?

- **It gets your message across to a wider audience.**

The various forms of media – primarily television, newspapers and radio – spread and disseminate information. Getting your information into the media will spread your group's story

further than it could be spread without media coverage.

It can help you target your message to the people you want to hear it.

The media is so varied that a community group or organization can closely target almost any sector – and through them, almost any section of the public - by looking closely at where it is directing its media focus.

For example – a small, locally-based community group would probably look at concentrating on its efforts in local newspapers, radio and (if applicable) television.

A bigger event or bigger community organisation could look further afield – to major daily newspapers and commercial radio and television.

And then there's the Internet, which continues to emerge as a component of the media.

It provides free publicity and exposure for not only your news, announcement, event or request – but for your group or organization as well.

A big benefit when it comes to news media coverage is that it is free – a factor of major importance when it comes to community groups or organizations with tight budgets!

And only does your event or news receive free publicity or new coverage, your group is bound to receive a boost through this coverage as well.

It is important to remember though that while your group won't have to pay for this coverage, it will have to work for it in other ways – building relationships with the media, preparing information and releases for them, being willing to speak to them or be interviewed by them, etc.

Without putting in this type of work, your group will not reap the benefits of "free" media coverage.

It can help establish your group as "legitimate", and its activities as important or notable.

Gaining coverage in the media is a great way of providing your group and its activities with greater credibility and that has a lot to do with the thought processes of the public which monitor and "consume" the media each day.

Readers, listeners and viewers who find out about something or read/hear/see something in the media automatically place a greater level of credibility to it than if they saw it in a paid ad.

The attitude of most media consumers is: if the story is gets into the pages of the newspaper, on

the air or on TV, then it is "important" and worth taking notice of.

So, if your story is among those that make the grade, then it is "important" enough to be on the news and therefore worth taking notice of.

It can increase your profile among the general public.

Media coverage can build your profile in the community, which means may be able to attract more members, donors, fundraisers, supporters, helpers, etc.

Not only this, but a raised profile through media exposure will also shore-up and strengthen the support you already have among existing members, donors, supporters, helpers, etc.

It also builds brand definition for you – setting your group apart from other groups operating in the same space.

It increases your profile among decision makers and VIPs.

Having a media profile not only gets you noticed by the general public, but also among decision makers, VIPs and government.

Those decision makers and VIPs can be peak bodies in your area of interest, grant makers and philanthropic organizations, and others with influence or power.

Those in government that could notice you can be at a local, State or Federal level – or a combination of all three.

Because of this, those decision makers or levels of government could become more likely to ask for your group's input or opinion on matters relevant to you.

It can sway opinions.

One of the most significant powers the media has is that of being able to shape opinions. For your community group or organization, this presents great opportunities to get more people thinking positively about you after hearing positive news coverage of your group and what it is doing. Because of this, your group should actively seek out positive publicity through positive media coverage.

But your group should also remember that any positive opinions generated from positive media coverage can be blunted or reversed by negative opinions generated through negative media

coverage. This means you need to have a plan in place if a "media crisis" hits.

2. Ownership patterns of media organizations

The descriptions of the ownership patterns are below

A **Sole Proprietorship** is one individual or married couple in business alone. Sole proprietorship's are the most common form of business structure. This type of business is simple to form and operate, and may enjoy greater flexibility of management and fewer legal controls. However, the business owner is personally liable for all debts incurred by the business.

A **General Partnership** is composed of two or more persons (usually not a married couple) who agree to contribute money, labor, and/or skill to a business. Each partner shares the profits, losses, and management of the business and each partner is personally and equally liable for debts of the partnership. Formal terms of the partnership are usually contained in a written partnership agreement.

A **Limited Partnership** is composed of one or more general partners and one or more limited partners. The general partners manage the business and share fully in its profits and losses. Limited partners share in the profits of the business, but their losses are limited to the extent of their investment. Limited partners are usually not involved in the day-to-day operations of the business. A limited partnership may opt to become a Limited Liability Limited Partnership by including a statement to that effect in its certificate of limited partnership. Status as a limited liability limited partnership provides general partners with a shield from liability for obligations of the limited liability limited partnership.

A **Limited Liability Partnership** is similar to a General Partnership except that normally a partner does not have personal liability for the negligence of another partner. This business structure is used most commonly by professionals such as accountants and lawyers.

The **Limited Liability Company (LLC)** An LLC is formed by one or more individuals or entities through a special written agreement. The agreement details the organization of the LLC, including: provisions for management, assign ability of interests, and distribution of profits or losses. Limited liability companies are permitted to engage in any lawful, for profit business or activity other than banking or insurance. Doing business as an LLC may yield tax or financial benefits.

A **Corporation** is a legal entity, a corporation has certain rights, privileges, and liabilities beyond those of an individual. Doing business as a corporation may yield tax or financial benefits, but these can be offset by other considerations, such as decreased personal control. Corporations may be formed for profit or nonprofit purpose.

A Nonprofit Corporation A nonprofit corporation is a legal entity and is typically run to further some sort of ideal or goal, rather than in the interests of profit. Many nonprofits serve the public interest, but some do engage in private sector activities. If your nonprofit organization is or plans to fundraise from the public, it may also be required to register with the Charities Program of the Washington Secretary of State.

The **Charitable Solicitations Program** registers individuals, organizations, and commercial fundraisers that solicit charitable donations from the general public. Both the benefiting charities as well as independent, for profit entities soliciting funds must, in most cases, register annually.

The **Charitable Trust Program*** registers individuals and organizations that are holding assets in Washington State in trust for a charitable purpose. The assets are invested for income-producing purposes. The income is then designated and distributed for a charitable purpose according to the terms and conditions of the trust agreement.

Charitable Solicitation and Charitable Trust registrations are separate from and in addition to corporate filing requirement

3. Organizational structure of media organizations : Print/Electronic and their functions

Media Organizations

1. Audit Bureau of Circulations (ABC) Press Institute of India
2. Founded in 1963, the Press Institute of India is an independent, non-profit trust, established to create and sustain the high and responsible standards of journalism required by a developing country committed to democratic functioning. It is having its own publications also
3. For many years the PII was the nodal agency for sending journalists -- reporters, sub-editors and even photographers -- for training to the Thomson Foundation, UK. Now PII's training workshops for journalists are conducted in-house or in cities and rural areas of India. There is a strong focus on rural reporting, development writing and writing on women's empowerment through the panchayats. Over the years the PII has trained over 4,000 professionals' editorial and management from India, Pakistan, Sri Lanka, Bangladesh and other parts of Asia. Institutional Profile
4. PII is currently giving priority to promoting human development journalism, with emphasis on the panchayat movement, rural reporting, education, biotechnology, economics issues and women's empowerment. This is to encourage coverage of vital issues affecting the lives of the majority of our people, neglected by the mass media.
5. Publications Grassroots is a monthly journal published in Hindi and English to disseminate and promote reportage on the human condition. A Tamil edition commenced in March 2005. Grassroots contains a wide range of articles commissioned by PII. PII

continues to publish Vidura in English, a professional quarterly since 45 years on current issues concerning the press. It has recently been revamped and is India's most authoritative media journal.

6. . Training and other activities The Press Institute has long-standing media-related collaborations with organizations such as the United Nations Educational, Scientific and Cultural Organisation (UNESCO), United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF), Press Foundation of Asia and the Ford Foundation.
7. PII has actively supported the 'Right to Information' campaign' started by the Mazdoor Kisan Shakti Sangathan in Rajasthan by bringing out a publication called 'Transparency'.
8. ABC is an independent, self financing, private body charged with the responsibility of conducting regular audit of the 'net circulation of newspapers' and issues certificates of net paid circulations every six months. It has a very high reputation for reliability & impartially &, is therefore quoted with authority.
9. abc consider the following facts Whether the changes in the supply desired by distributors have been done timely or not Whether the supply is in the accordance with the demand of distributors or not Whether the payment is received from the distributors in time or not Action taken in the circulation department on the complaints of the distributors
10. The timeliness of payment made to the different modes of transport used for supplying newspapers. The agreement made with the dealers/ agents. The preparation of the newsprint used & the circulation.
11. Publisher keeps detailed records of circulation data. In the case of a newspaper, these records would include such information as the no. copies delivered by carriers, the no of papers sold over the counter& the no. delivered by mail. ABC audit publications to verify that the figures that have been reported are accurate once every year. FUNCTIONING OF ABC

4. Cross media ownership, conglomerates

Cross media ownership occurs where one media branch holds stake in other media thus it is in a position to control the opinions of larger section of people. This ultimately injures the very root of pluralism in democracy.

Media cross-ownership is the ownership of multiple media businesses by a person or corporation. These businesses can include broadcast and cable television, radio, newspaper, book publishing, video games, and various online entities of broadcast stations, cable stations, newspapers and websites

When one organization owned any two of these media outlets, that organization was involved in "cross-ownership."

Conglomerate

A **conglomerate** is a combination of two or more corporations engaged in entirely different businesses that fall under one corporate group, usually involving a parent company and many subsidiaries

- Diversification results in a reduction of investment risk.
- A conglomerate creates an internal capital market if the external one is not developed enough. Through the internal market, different parts of conglomerate allocate capital more effectively.
- A conglomerate can show earnings growth, by acquiring companies whose shares are more discounted than its own. In fact, Teledyne, GE, and Berkshire Hathaway have delivered high earnings growth for a time.

Disadvantages

- The extra layers of management increase costs.
- Accounting disclosure is less useful information; many numbers are disclosed grouped, rather than separately for each business. The complexity of a conglomerate's accounts make them harder for managers, investors and regulators to analyze, and makes it easier for management to hide things.
- Conglomerates can trade at a discount to the overall individual value of their businesses because investors can achieve diversification on their own simply by purchasing multiple stocks. The whole is often worth less than the sum of its parts.
- Culture clashes can destroy value
- Inertia prevents development of innovation.
- Lack of focus, and inability to manage unrelated businesses equally well.

Unit-IV [Economics of Media Organizations]

1. Economics of newspapers
2. Electronic and Print media organization – cost and revenue relationship
3. FDI in media
4. Establishing a media organization – steps involved
5. Importance of entrepreneurship and fund-raising

Economics of newspapers

Decades ago, many newspapers had not yet fully adopted the convention of the byline the journalist's name at the top of the piece. Broadcast media, of course, focused their brands around the talent news anchors and correspondents. Broadcast outlets made sure their signature voices and faces were a comfortable presence in citizens' lives.

Newspapers and magazines walked tepidly in this direction, allowing pictures for columnists and the like. Consumers often associate the news brands with these columnists; they are the people many have woken up to, had coffee with, and yelled at over breakfast, lunch, or dinner. There is power in this idea.

The economics of newspaper organization, and it provides a model that has seen remarkably little experimentation and deserves more attention.

NPR may have a lot to teach other news orgs: Tune into any public radio station during pledge week and "trusted" reporters, hosts, and producers cross the traditional "church-state" editorial line and ask directly for money. Why are more journalists not doing the same — and creating more kinds of editorial products to sell — while cultivating a paying fan base?

With the decline of trust and loyalty in large institutions, it is increasingly hard to imagine people in the coming decades subscribing because of loyalty to an institutional Big Media entity. Yet it's easy to imagine them wanting to fund several people whom they trust to bring them information they care about.

Electronic and Print media organization – cost and revenue relationship

Electronic media

Broadcast or storagemedia that take advantage of electronic technology. They may include television, radio, Internet, fax, CD-ROMs, DVD, and any other medium that requires electricity or digital encoding of information.

Electronic media is the kind of media which requires the user to utilize an electric connection to access it. It is also known as 'Broadcast Media'. It includes television, radio, and new-age media like Internet, computers, telephones, etc.

Print Media

Print media encompasses mass communication through printed material. It includes newspapers, magazines, booklets and brochures, house magazines, periodicals or newsletters, direct mailers, handbills or flyers, billboards, press releases, and books.

Revenue alternates

As a result of changes in consumer behavior and declines in revenues from advertising, Newspaper-publishing companies, particularly in developed economies, are looking for alternative sources of revenue. Even in emerging markets like Brazil, where newspapers' circulation grew by 25 percent in the last five years¹⁴ and advertising revenues are still increasing, companies are seeking to decrease their strong dependence on print. To deal with this challenge, news organizations are diversifying their business strategies and moving beyond news aggregation and distribution; primarily seeking to invest in other media and non-media businesses and strengthen newspapers' brand names

The following section uses "branding" and "business type" to differentiate between the sources of alternative revenue streams.

Current scenario of advertising revenue

Cost relationship in Economics of print and electronic Media –overview of management, business, legal and financial aspects of Media management. A peep in to the managerial aspects : Budgeting and finance, capital costs, production costs, commercial polity, advertising and sales strategy, completion and survival, strategy and plan of action, operations, evaluation, budget control, costing, tax, labour laws and PR building etc.

The future of the entertainment industry will be decided on the interplay of a number of reasons like consumerism, advertising spend, content, pricing, technology and regulation.

FDI in media

Foreign direct investment (FDI) is a direct investment into production or business in a country by a company in another country, either by buying a company in the target country or by expanding operations of an existing business in that country. Foreign direct investment is in contrast to portfolio investment which is a passive investment in the securities of another country such as stocks and bonds.

In Media

The parliamentary standing committee on it is meeting on Monday to finalise its report on foreign direct investment (fdi) in the print media amidst a growing political consensus against opening up the segment to foreign players. committee chairman confirmed that the draft report

circulated among the members would be taken up for discussion. asked about the possibility of the draft being endorsed by the members, he said it had been prepared on the basis of wide-ranging discussions among members after representations made by the media organisations. ``it will depend entirely on the members' ultimate decision," he told times new network. a rare political unanimity against throwing open the print media to foreign participation.

fDi Magazine is an English-language bi-monthly news and foreign direct investment publication owned by The Financial Times Ltd and edited in London. The A4 glossy pages reach a circulation of 14, 768 ABC "senior decision-makers involved in overseas investment" across the world^[2] The reported average readership per magazine is 3.2, bringing the total readership up from 14,768 to over 47,000 According to the magazine's media pack of 2008, the readership circulation by job description is 55% Corporate Management, 36% Finance, 6% Property, and 3% other, while the region separation is (unsurprisingly relative to the content of the material) slightly more concentrated with 47% of readers coming from Europe, 42% coming from North America, 7% from Asia Pacific and 2% from both Latin America and the Middle East

Establishing a media organization – steps involved

Establishing an organization requires a full understanding of the key characteristics. They include a vital vision, clear accountability lines, adequate facilities, reliable and diverse revenue streams, and high quality programmes and services.

These 7 Steps are intended to help you create a successful establishing, but as you will see, they focus on your organization's overall strategy!

1. Goals & Objectives

Evaluate your goals and objectives, as an organization. You will not be able to identify tools and engagement methods for your organization online without knowing the bigger picture and without knowing it in concrete goals that will let you build and work towards them. Hildy Gottlieb's Pollyanna Principles are a great place to start if you want to learn more about how you can evaluate and identify your organizational goals (and larger view) in a way to successfully design projects, programs and even partnerships for real impact.

2.Understand Your Audience

After deciding on your specific social media goals, you must turn your attention to your audience. Who are they? They could be potential customers and clients, influencers in the industry, or people who are just interested in what your company does.

What does your audience want and like? Begin to create a few different personas of the type of people who would engage with you on social media. What kinds of issues are relevant to them?

At all times you must think about your audience, because if you start on social media and just talk about yourself, people will tune you out.

Understand your audience so that you can cater your social media to them. Don't try to please everyone; instead, target your communication to resonate with that ideal audience

3.. Choose the Right Places

You don't have to be everywhere at once. Some social media sites are better suited for different kinds of businesses or purposes. Evaluate the different platforms available and determine where it is appropriate for your organization to be.

The possibilities are nearly endless, and new social networking sites are popping up all the time. To start, we recommend you think about joining the bigger platforms – unless your business is very niche, in which case you likely already know about the smaller social media sites related to what you do.

4. Capacity

Before sitting down to work on your social media strategy, evaluate what kind of capacity you already have in your network. Things to consider include: staff knowledge and experience with different tools as well as other internal knowledge or previous work experience. It's also a good idea to evaluate the capacity (especially if you think collaboration or partnership is an opportunity) of related organizations. Lastly, consider what other organizations, companies or campaigns in your sector have already done!

5. Strategy

- Identify the audience or community you want to engage
- Identify the resources currently available within your organization.
- Identify what success will look like
- Identify what technologies are most appropriate.
- Identify what measures of success can be used.

6. Feedback

Be sure that you create mechanisms for feedback and input throughout your process and throughout whatever you “build” or use (whether it's a social networking space, a website, a blog or anything else). You need to provide opportunities for your community, as well as your staff and any others participating on the “administrative” end of the operations to share ideas. The best way to approach this is to create feedback opportunities that are “evergreen” or always available, like a contact form or address, a public forum, or commenting; and opportunities that

are “seasonal” or based specifically on an event, idea, opportunity, etc. (like a blog post about possible functionality that could be added to the site, asking for feedback and ideas or even voting on the options). Remember, though, that there is no point to asking for feedback and letting your community suggest their ideas if you aren’t going to listen. More often than not, the community knows what it wants much more than you do, so listening is key!

7. Evaluate

Just as part of the social media strategy process in step 3 above calls for evaluation, so does the overall process. Evaluation in this step is focused on the higher level: how have your networks grown or changed? are there new opportunities for partnerships or collaborations? are there new opportunities for empowering your community either in different roles within the social media/online space or in other areas of your organization? do you have stories of volunteers, staff, community members, or those you serve that could be sharing their stories in new or different ways to highlight your impact? And more

Importance of entrepreneurship and fund-raising

For new enterprenurship

- File the certificate of incorporation.
- Develop vision and mission statements.
- Establish bylaws and board policies.
- Open a bank account and establish check signing procedures.
- Follow state and local non-profit regulations.
- Establish a payroll system and procure necessary insurance coverage.
- Develop an overall fundraising plan.

Fund –raising

Fund Raising Process

Funding is crucial for any entrepreneur and Verdure helps with defining the financial goals for the company. We also help with identifying and defining the milestones for the company. The funding requirements are discussed according to how much would make sense to an entrepreneur as well as an investor.

After defining the funding goals for the startups and developing key documents required for

fundraising, Verdure reaches out to its network of investors comprising Angel Investors, VCs and VC Funds. Verdure does a match of requirements between the Investor and the startup based on the amount of funding required, the type of business and the appetite of the investor.

When an investor is interested in the startup presented by Verdure, they call for further discussion with the entrepreneur.

Verdure assists the startup in preparing for the pitch to the investors. We bring insight into the potential questions that may be posed by the investors and also into what they may be looking for. Verdure also goes through practice pitches and Q&A sessions to prepare the entrepreneur for the meeting with the investor. Verdure goes that extra mile to provide what a normal investment banker doesn't.

Verdure participates in the deal making process all the way through. We represent the startup throughout the process and help them negotiate a good valuation for their startup.