

# CHAPTER 13

## MANAGEMENT AND LEADERSHIP APPROACHES WITHIN THE MEDIA ECOLOGY

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### **Introduction**

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Media exists as an essential communication tool in our contemporary society as a primary source for information and entertainment with the main duty of informing public about the issues concerning human life. The fierce competition among the private-media, public-media or local-community-media urges the media owners to develop a long term strategic management visions in the era of digital transformation. In order to get the reader's attention and to upkeep the media audience, the media is urged to pay attention to leadership qualities parallel to media management on organizational, corporate and private levels.

Media industry differ from other types of businesses in many ways because of its unique nature, for example a media product is a perishable commodity; media employees are the highly creative; the organizational structure is authentic; and some blurring lines separate the traditional media (Albarran, 2006, p. 3). Media has an effect on transmitting the culture of a society owing to the societal role it plays (e.g., awareness or influence) (Laswell, 1949, p. 102-115).

The media management is an interdisciplinary study intersecting with diverse theoretical domains, and political systems. Media management researches within the domain have begun during the 20th century in the traditional newspaper industry and later developed in the radio, motion picture, and television industry (Albarran, 2006, p. 3).

Media ecology is a post-industrial and postmodern media logic associated with technological determinism and technological evolution advocated by the Toronto School, and the New York School ([www.media-ecology.org](http://www.media-ecology.org)). It is the study of a tripod (e.g., media, communication and technology) dealing with structure, content and public impact created by the media technology and techniques, modes of information and codes of communication; they all have influence on the societal development in human environments (West & Turner, 2014, p. 454-472). Media ecology was first proposed by Mc Luchan (1964) and officially announced

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new understandings and new conceptions towards the participatory social media cultures and manage capacity development in the digital age.

Digital technology, digital disruptions, and changing consumption habits orientate the media organisations to their audiences. It's difficult to gain attention of readers as news consumers. The revenues from print and online advertising are decreasing. Legacy news media organisations are trying to find new business models and struggle towards "quality journalism" Today's media management scholars and practitioners call for more actionable approaches ([www.media-management.eu/](http://www.media-management.eu/)).

The media industries characterised by the personal dimension of leaders and other contingency factors take steps to generate new visions through a strong leadership and corporate management. New perspectives are required for achieving a better understanding of leadership in the media organisation. Resorting to ethical leadership by a critical approach could be a way to assert the specific identity of the media while restoring a partly lost loyalty among the public (Deslandes, 2016, p. 322).

Generally the leaders are expected to make quick and effective decisions as inspiring team leaders and display particular expertise aligned with vision. Media managers have to focus on the on-going process linked with the organizations corporate responsibility, look around time seeking information as well as expose the news content. Media leaders ought to be sensitive to the public needs and have an emotional literacy.

The strategic value of technology in the age of machine-mediated communication of big data and high-tech digital transformation is comprehended by the media enterprises who transfer products and services into computer-assisted media management with computer networks. Media is on constant struggle caught by the continuous economic, societal and editorial changes brought by the digital revolution. It is inevitable to develop innovative leadership and management tools for long-term strategic visions for the existence struggle to fit into the digital age of knowledge transmission taking place in the media ecology.

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