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A MODEL FOR COMMUNICATION MANAGEMENT - DAILY JOURNALISM

APSTRACT

Managing communications and information within an organization is a challenge for any owner who wants his company to thrive, to become bigger, more powerful and more efficient. Engaging communication managers is essential for a company. Establishing a proper flow of communication to exchange information with internal and external public is the main problem of every professional communications manager. How to communicate? When to communicate? What to communicate? Whom to communicate? These are the main issues that are challenging for communications management. The literature abounds with examples for managing communications and information, but in this paper the emphasis will be placed on the model of communication and information in daily journalism. This model can serve as an example to many communication managers.

Key words: communication; communications management; exchanging information.

I. INTRODUCTION

Communication is a central activity in most human and organizational activities. The way of practicing communication affects the success of the individual and the success of an organization as a whole.

Effective communication is a prerequisite for implementing organizational strategies and for managing day to day activities through people. Effective communication in an organization must to assure effective level of exchanging information about work activities. For this purpose communication should to be in the right format, to the right target audience with sufficient amount of information and at the right time.

The main objective of communication management is to ensure effective communications and that means management, measurement, and control activities undertaken to ensure the effectiveness of communications in an organization.

II COMMUNICATION IN DAILY JOURNALISM

1. To ensure effective communication

Communication management is the systematic planning, implementation, monitoring and auditing of all channels of communication within an organization and between organizations.

Aspects of management communication include development of corporate communication strategies, designing internal and external communication rules and controlling information flows, including on-line communication.

Organizations with more than one level of management often suffer from problems with communication, internally - within the organization, and externally - which might be reflected on almost every aspect of the organization: coordination of work tasks, their efficient and effective execution, which often causes repetition and correction of drilling activities and the time frame for their execution. Effective organizational communication is an essential prerequisite for effective management.

The purpose of communication management is to ensure that managers and workers have access to the same information. In this way, theoretically, they can agree on tasks to improve the organization and everyone will work together to better mutual coordination.

2. Communication as an important management activity

The three main functions of management are planning, organizing and controlling. The other two features that make it possible to constitute a model of management are coordination and motivation.

But here's the question: Can these and other functions of management to take place without communication? The answer is no. That raises the communication of an extremely high level if we want to have successful management. Communication is actually an umbrella under which perform other functions of management. None of the functions of management can be performed without communication.

- The manager must get all necessary information to be able to plan effectively.
- The plan must be communicated to be activated and implemented.

- Proper organization, coordination, motivation and control can not be attained without good internal communication.

Stated otherwise, the successful conduct of other specified functions of management depends on the established flow of communication and accuracy of the transmission of information.

As noted C. Lorenzana "it is impossible to perform management functions without communication as a process of exchange of facts, ideas, opinions and emotions in each other behavior" (C. Lorenzana, 1993:5).

Communication is a fundamental process in an organization. Many times organizational members feel that if the communication had been better, the activities in the company would have performed much better. Therefore, communication is often listed as one of the most needed areas for improvement.

To make certain the success of any activity in an organization, much information needs to be communicated. That information are including vision, mission, strategies, expectations, goals, needs, resources, reports on the conduct of the activities, budgets report, purchase requests etc.

Chester Barnard identified communication as an important management activity, and examined its elements and issues. According to him, communication is the major shaping force in the organization. Communication both makes the organization cooperative system and links the organization purpose to the human participants. He brought the communication activity into the concept of authority and superior-subordinate relations and gave the following recommendations for effective communication management:

- The channels of communication should be definitely known.
- There should be a definite formal channel of communication to every member of an organization.
- The line of communication should be as direct and short as possible.
- The complete formal line of communication should normally be used.
- The persons serving as communication centers should be competent.
- The line of communication should not be interrupted while the organization is functioning.
- Every communication should be authenticated.

It is really very important for communication managers to avoid failures in the communication process. The important factors of communication management involve communicating how the activities in organization will be managed, including how information will flow into the organization and out from organization – selecting information and inform the public.

Establishing channels of communication and transmission of information is the main challenge for communication managers. According Ksenija Čulo and Vladimir Skendrović, communication covers the effective exchange and understanding of information between parties. There should be also a clear and concise communication plan to address responsibilities of employees and the types of communication that will take place. It includes the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of information.

Effective communication is vital to the success of projects, programmes and portfolios; the right information has to be transmitted to relevant parties, accurately and consistently to meet their expectations. Communication should be useful, clear and timely.

(On line: Čulo and Skendrović)

3. The model of daily journalism communication

The model of the functioning of communication and information in daily journalism can be taken as a model of operation of communication management in an organization.

If we analyze where work best channels of communication we would surely conclude that it is among journalists. They are always best informed! Not accidentally says: It's good to have a journalist friend to be among the first to hear some information.

Journalists really have very well developed system of communication. During their job they use formal and informal channels of communication, but what is most important is the way inside their desks where they have developed a good model of communication and information. Especially daily newspapers¹!

The way of communication and information in the newspapers is as follows:

1. At 08.30: Morning meeting of the editor of each section with journalists (editors talk with reporters and collect topics for writing proposals);
2. At 09.00: Collegiate (all editors and the chief editor make the choice of topics for tomorrow's edition of the newspaper);
3. At 09.30 Meeting of the editor of each section with journalists (after morning Collegiate) and division of tasks
4. At 13.00: Meeting of the editor of each section with journalists (they should report about their tasks);
5. At 13.30: Short collegiate between editors and the chief editor (exchange information on daily work done, determine the front-page articles...)².

After this the technical preparation of the newspaper follows.

This mode of communication and information in journalism prevents overlapping of tasks (which would mean two journalists to write text on the same topic); the exchange of information contributes to the daily information between journalists for each day's events and happenings; allows controlling of the articles in the newspaper; allows the implementation of editorial policy.

Some newspapers to improve their quality, circulation and professionalism have introduced the morning editorial meeting where the responsible journalist for that day analyzed the newspaper (reviews)³. Where are we? Whether anything was missed to publish? Does something better could be written to better inform the public?

This is a positive example of communication management, in this case organization whose end product is paper. The responsibility is even greater because it is a product that should come out on time and be quality, i.e. daily production and placing on the market. Hence, once established channels of communication and information should only continue to apply, follow

¹ The author of this paper has 12 years experience as a journalist in weekly and daily newspapers which allows to have directly view of communication process in newspapers.

² Certainly these time terms are not quite the same in all the newspapers, but they depend on editorial policy and organization of work of the newspapers.

³ Daily newspaper "Dnevnik"

and obey. Certainly in many organizations is not possible to apply this model for daily information and communication, but when you would have at least a week schedule information and communication which would include all employees, would be a major contribution to successful communication management.

CONCLUSION

Well-established system of communication channels for exchange of information is a prerequisite for good internal and external communication, i.e. as a prerequisite for effective and efficient functioning of the organization in its own frame and within the society.

Effective communication can be viewed as a foundation for modern organizations. Communication management not only provides timely and thorough information to managers and employees about the activities of organization and the overall results, but by allowing ongoing communication the working process will be conducted without distortions and deviations, omissions or delays in the work.

Managing communications in the organization assumes the existence of “rules of the game”, according to which exactly know who, when, where and how to convey information related to work processes and activities of the organization. The lack of rules leads to a situation in which employees do not know exactly when, where and from whom to seek information. A situation in which employees are not well informed, and it reflects on the work process. The challenge of communication management is to establish effective communication channels for exchange of information (within the organization and beyond), their control, correction and improvement. Only in this way it can follow the policy of the organization. Successful communication management will contribute to planning, organization and coordination within the organization and certainly beyond, to set up efficient information exchange with the environment.

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