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<td>Author(s)</td>
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AMIC WORKSHOP

NEWSPAPER MANAGEMENT
FOR WOMEN JOURNALISTS

Evaluation Report
WORKSHOP ON NEWSPAPER MANAGEMENT
FOR WOMEN JOURNALISTS
May 11-15, 1997, Dhaka

EVALUATION REPORT

A total of 15 women journalists/editors including one academic and one assistant administrative manager in a news agency attended the five-day workshop on newspaper management at Dhaka Sheraton. Five participants were from India, two from Sri Lanka and seven from Bangladesh.

The workshop, partly funded by the Commonwealth Secretariat, tapped the Press Institute of Bangladesh (PIB) as its local partner in organizing this activity. PIB Director-general Dr. Shaikh Abdus Salam thanked AMIC and the Commonwealth Secretariat for initiating the workshop that benefitted women journalists in South Asia.

Secretary Kazi Raquibuddin Ahmad of the Ministry of Information formally opened the workshop. In his remarks, Secretary Kazi expressed enthusiasm for the workshop, citing its benefits to women journalists and world-be managers in the newspaper business in improving their profession.

He emphasized two other points, one, human behavior is critical in managing resources and people, and two, there is no standard prescription in responding to management conflicts.

As AMIC representative, Mr. Joe Ma. Carlos, head of Seminars & Institutional Development, welcomed the participants and stressed the need for this kind of workshop as the presence of women in the print industry in South Asia becomes stronger and as their role as editors expands amidst rising expectations of journalists and changes in the communication environment. He thanked the Commonwealth secretariat for its support.

The workshop through lectures and a question-and-answer forum provided a comprehensive understanding of the various management issues facing a manager. Participants were also given management skills upgrading and leadership exercises to generate more awareness about individual abilities and behavior in a managerial environment. A field trip to the office of Bangladesh times provided them a glimpse of working conditions of mediamen and the constraints editors face to meet deadlines.

In an evaluation session on the fifth day, all the participants expressed high satisfaction over the content and organization of the workshop, citing the positive benefits that will help them become effective editors and managers (see Table I).

These benefits include the following:

a. Comprehensive information about management issues/skills, providing better perspective and understanding of managing people and resources.

b. Learning to look at oneself in terms of management style and behavior, reflecting on one's strengths that need to be reinforced and weaknesses that need to be weeded out.

c. Building new friends among the participants who are a source of inspiration and strength.
d. Adopting a more open and understanding outlook towards workers' needs and expectations.

About 33% of the participants rated the workshop organization as very good, another 33% as good, 25% as excellent and 8.3% as fair. Many of them suggested a more participatory type of discussion of the management issues, the presence of more women newspaper editors as speakers and more case studies. (see Table II)

In future workshops, they recommended the following topics (see Table III):

<table>
<thead>
<tr>
<th>Topic</th>
<th>Number of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stress Management</td>
<td></td>
</tr>
<tr>
<td>Media and Women Trafficking</td>
<td></td>
</tr>
<tr>
<td>Print Technology</td>
<td></td>
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<tr>
<td>Newspaper Design/Layout</td>
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<tr>
<td>Print and Electronic Media</td>
<td></td>
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<tr>
<td>News Coverage of Human Rights</td>
<td></td>
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<tr>
<td>Investigative Journalism</td>
<td></td>
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<tr>
<td>Computers in the Newsreel</td>
<td></td>
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<tr>
<td>Motivation Program for Editors</td>
<td></td>
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<tr>
<td>Media and Population</td>
<td></td>
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<tr>
<td>Media and labor Migration</td>
<td></td>
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<tr>
<td>Interpersonal Skills Development</td>
<td></td>
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<tr>
<td>A. Stress Management</td>
<td></td>
</tr>
<tr>
<td>B. Media and Women Trafficking</td>
<td></td>
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<tr>
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<td>G. Investigative Journalism</td>
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<td>H. Computers in the Newsreel</td>
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<td>J. Media and Population</td>
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<td>K. Media and labor Migration</td>
<td></td>
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<tr>
<td>L. Interpersonal Skills Development</td>
<td></td>
</tr>
</tbody>
</table>

Some of the participants also commented adversely on some Bangladeshi speakers whose presentations were much to be desired. Rated good or below average were A.M. Mufazzal, editor of Bangladesh Times, Reita Rahman, a senior freelance woman journalist in Dhaka, Rahim Talukder and Selim Ahmed, both professors of management at Dhaka University (see Table IV). The reasons behind the low ratings, among others, were uninteresting presentation format and lack of focus.

Among the local speakers, Mahfuz Annam, editor of the Daily Star, was rated highly. All the four speakers from India received high ratings from the participants with Dean Ashoke Dutta of the Vinod Gupta School of Management, Indian Institute of Technology, getting the highest score.

Below are key points presented by each of the workshop speakers in the 14 sessions:

1. "Newspaper Management for Women Journalists: Risks & Rewards by A.M. Mufazzal, editor, Bangladesh Times

   a. Hazards that women journalists face as they climb up the corporate ladder are the social stigma, economic hardships, household work, inferior status in society and lack of opportunities and exposure to develop themselves.

   b. To address these hazards, he recommended more training programmes for women journalists, access to better managerial positions, and motivational programmes of male counterparts in dealing with women journalists.

   c. In the end, he impressed upon the participants the importance of continuing education in empowering themselves to deal with the hazards in the workplace. He also called on women to balance their work and home affairs to better respond to career challenges.


   a. A good editorial manager must keep in mind two pertinent questions in managing: namely, what are you managing? (people and news), and two, what are you managing it for? (for the readers and company).

   b. Among the major qualities of a newsroom leader are being able to motivate his men, able to spot news instantly, to be more decisive, to direct, guide
and brief reporters on the particulars of a news story, and to remain calm amidst pressures and work deadlines.

c. To become a good journalist, one has to be in love with the profession.
d. To deal with structural problems in the organization and problematic workers, one has to show good results and quality performance.

3. "Developing & Implementing an Editorial Policy" by Sujata Madhok, senior editor, Women's Feature Service (WFS), India

   a. Presented WFS as a case study in developing an editorial policy to meet readership needs and wants. Its editorial policy required a readjustment to expand its content from women to developmental issues as its market was growing.
   b. She recommended neutrality as an editorial policy in taking a stand on critical issues as this provides a degree of objectivity in the presentation of facts and figures.

4. "Managing Newspaper Resources Effectively" by Ashoke Dutta, Dean V.G. School of Management, Indian Institute of Technology.

   a. One must keep in mind the purpose of a newspaper business, namely, to inform and to generate surplus/profit. Understanding the organization needs to survive and generate surplus can provide a better balance in managing resources available to you as managers.
   b. In managing people and resources, the core competencies of the business must be strengthened to be able to maximize results.
   c. As a manager, you are an organization man requiring a mind set that extends beyond your own department, and ensures maximization of allocated budget to get quality story.

5. "Communication & Teamwork Building" Reita Rahman, senior freelance journalist, Bangladesh

   a. Discussed the basic elements of the communication process, highlighting the need for feedback to ensure greater understanding and coordination in building a team.
   b. She cited major trends that influence media organizations and impact on improving communication and teamwork building in a newsroom environment, namely, many faceted movement towards "bigness," dramatic advances in technology, increased emphasis on markets, and heightened profit consciousness.

6. "Enhancing Leadership Styles" by Ashoke Dutta

   a. He cited the traits of a good leader, namely, ability to communicate and build an environment to ensure teamwork.
   b. He spoke of various management theories such as McGregor's X theory and Maslow's hierarchy of needs/ among others to understand better management of human resources.
   c. There is no correct or wrong management, neither a fixed style of leadership. Flexibility is a critical ingredient in becoming a leader who must take into consideration continuous feedback among subordinates, and reduction of mental blocks or distraction.

7. "Managing Change & Conflict" by Dr. Durgadas Bhattacharjee, professor, Department of Management, University of Dhaka.
a. Management is the process of handling change that may result in conflict. In handling change, people respond in three ways, resistance, indifference and acceptance.
b. To manage conflict, take preventive and curative measures to include establishment of common goals, structural rearrangement and conflict resolution actions. Selection of any of these measures depends on compatible and non-compatible situations faced by management.

8. "Newspaper & its Key Publics " by Ashoke Dutta

a. He identified the internal and external key publics of the newspaper business, stressing the need to identify their expectations and how far managers have satisfied these expectations.
b. Citing Dow Jones as a case study in understanding publics’ expectations, shareholders ask whether they are getting a return commensurate with the reputation and public standing of a company like Dow Jones. They look at the net worth of their stocks that should grow not less than the average of the industry.

9. "Newsroom/Production/Circulation/Advertising/Research: An Interface" by Himadri Ray, professor of marketing, V.G. School of Management, Indian Institute of Technology, India

a. It is imperative to integrate various functions within the newspaper organization in producing a product. The choice of subject/news is a form of ensuring effective marketing of the product and increasing circulation. Production that involves the type of color and printing can do or undo the performance of your newspaper product.
b. He classified newspaper as different from other products in terms of its shelf life, pattern of distribution, variation in product acceptability and level of resonance.

10. " Publication & Marketing Mix " by Sengupta, professor. V.G School of Management, Indian Institute of Technology

a. In identifying your consumers, you must take into consideration the nature of business, business objectives and resources.
b. As a marketing man, you are equipped with four weapons to push your product, namely, product, price, promotion/advertising and place or distribution. These four weapons can be affected by environmental factors to include competition, demand, non-marketing costs, marketing distribution, social, cultural, political, economic and religious concerns.

11. " Real Life Cases on Positioning" by Himadri Ray

a. The perception of the consumers is the most important factor in positioning your product. A product or service must have a place in a reader’s mind which is governed by values, beliefs and experiences. That mind is insecure and basically hates utter confusion and prefer oversimplification .
b. In understanding positioning, functional attributes of the newspapers and emotional associations need to be considered.
c. In selling a newspaper or magazine, the manager must be able to provide its consumers the product’s differential advantages. This means asking four basic questions’ namely, who am I ?, What am I ?, For whom I ?, and Why me ?
12. "Managing Upwards" by Rahim Talukdar, professor of business administration, Dhaka University.

   a. As you move up the corporate ladder, you are actually supervising at all levels, getting a wider view of issues affecting the newspaper business. This involves an effective exercise of conceptual, human and technical skills.
   
   b. In managing upwards, a manager needs to think strategically, taking into consideration the rapid changes in the environment, continuous reflection and learning, globalization approach, information technology revolution, expectation of stakeholders, innovative and holistic approach, long-term orientation and search for excellence.
   
   c. Thinking strategically also involves the process of setting vision, mission, goals and objectives, assessing external and internal environment, analyzing strengths and weaknesses, opportunities and threats, developing, choosing and implementing strategic alternatives, as well as evaluation and control of selected strategies.


   a. Aspiring managers who cannot motivate people will have short careers. There is no room, even at the lowest managerial level, for those who are indifferent to or unable to deal effectively with the human element.
   
   b. The basic tasks to improve human resources include hiring the best available talent, motivating and controlling them to serve the firm’s interests. Disciplining is a distasteful task that is critical in constructing and controlling a professionally capable staff. Dealing with unions is a significant management responsibility, ensuring that management policies and attitudes are clearly understood by them.
   
   c. The challenge in managing human resources is auditing the newspapers’ needs, planning their effective development and use, establishing policy, recruiting and hiring and then motivating.

14. "Impact of Multimedia Environment on Newspapers" by Selim Ahmed, professor, Department of Mass Communication & Journalism

   a. The advent of multimedia has made possible easy access to news collection, variety of new programs that you can select, and improvement in copies.
   
   b. Market needs are changing that newspapers ought to study if they are to remain competitive.
   
   c. Changes in the workplace will occur as the presence of a multimedia environment becomes stronger. This means time adjustments, modifications in office mobility, and hiring of more contractuals, for instance, to meet work requirements.
TABLE 1
Ratings on the overall organization of the workshop:

<table>
<thead>
<tr>
<th>Rating</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bad</td>
<td>0</td>
</tr>
<tr>
<td>Fair</td>
<td>1</td>
</tr>
<tr>
<td>Good</td>
<td>4</td>
</tr>
<tr>
<td>Very Good</td>
<td>4</td>
</tr>
<tr>
<td>Excellent</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>12</strong></td>
</tr>
</tbody>
</table>

Bar Chart Of Ratings of the Workshop

[Diagram showing bar chart with ratings and participant counts]
**AMIC - PIB**

Workshop on Newspaper Management for Senior Women Journalists  
11 - 15 May, 1997, Dhaka, Bangladesh

<table>
<thead>
<tr>
<th>TABLE 2</th>
<th>Suggestions by the participants to improve the workshop:</th>
</tr>
</thead>
<tbody>
<tr>
<td>i.</td>
<td>There should be more professional speakers i.e. newspapers editors</td>
</tr>
<tr>
<td>ii.</td>
<td>The workshop should be more interactive and participatory</td>
</tr>
<tr>
<td>iii.</td>
<td>The sessions in the workshop should be shorter and compact</td>
</tr>
<tr>
<td>iv.</td>
<td>There should be more women resource person</td>
</tr>
<tr>
<td>v.</td>
<td>More clinics and real life experience</td>
</tr>
</tbody>
</table>

Bar Chart Of Participants' Suggestions To Improve The Workshop

![Bar Chart](image)
### TABLE 3

<table>
<thead>
<tr>
<th>Suggested topics for future workshops</th>
<th>No. of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. News gathering and Inputs</td>
<td>2 participants</td>
</tr>
<tr>
<td>ii. Print Technology</td>
<td>2 participants</td>
</tr>
<tr>
<td>iii. Stress Management</td>
<td>2 participants</td>
</tr>
<tr>
<td>iv. Human/Children Rights</td>
<td>2 participants</td>
</tr>
<tr>
<td>v. Motivation programme/interpersonal skills for editors</td>
<td>2 participants</td>
</tr>
<tr>
<td>vi. Development programme related to women and children</td>
<td>2 participants</td>
</tr>
<tr>
<td>vii. Methods of investigative reports</td>
<td>2 participants</td>
</tr>
<tr>
<td>viii. Newspaper survival tactics</td>
<td>1 participant</td>
</tr>
</tbody>
</table>

### Diagram

[Diagram showing suggestions for new topics]
TABLE 4
Ratings and Comments On Speakers' Presentation
(Ratings from 1 to 5, with 1 being the highest and 5 the lowest)

Session 1

Newspaper Management for Women Journalists - Risks & Rewards
A.M. Mufazzal
Editor, Bangladesh Times

Rating of 1: 1 Participant
Rating of 2: 1 Participant
Rating of 3: 5 Participants
Rating of 4: 4 Participants
Rating of 5: 4 Participants

Bar Chart Of Ratings of A.M. Mufazzal

Overall Comments:
Most of the participants related that the speaker digressed from the subject and did not touch on the part of risks and rewards. Others mentioned that the speaker read a lot from the text. Only one speaker noted that his presentation was relevant to the topic.
Session 2

What Makes A Good Newsroom Manager?

Mahfuz Anam
Editor, The Daily Star, Bangladesh

<table>
<thead>
<tr>
<th>Rating</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>9</td>
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<td>2</td>
<td>2</td>
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<tr>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>5</td>
<td>0</td>
</tr>
</tbody>
</table>

Bar Chart Of Ratings of Mahfuz Anam

Overall Comments:

Most of the participants commented that the speaker was precise and accurate. He was also entertaining and spoke on relevant issues. Many said that the speaker was inspiring and was able to establish rapport with the participants.
Session 3

Developing & Implementing an Editorial Policy : Pitfalls & Opportunities

Sujata Madhok
Senior Editor, Women's Feature Service, India

Rating of 1  2 Participants
Rating of 2  2 Participants
Rating of 3  6 Participants
Rating of 4  5 Participants
Rating of 5  0 Participants

Bar Chart Of Ratings of Sujata Madhok

Overall Comments:

Most of the participants said that the speaker did not deliver the topic clearly. She failed to involve the participants in her presentation. Many also commented that the speaker deviated from the topic. Nevertheless, others noted that the subject was interesting and informative.
Session 4

Editorial Writing/Clinics
Sujata Madhok
Senior Editor, Women’s Feature Service, India

Rating of 1: 1 Participant
Rating of 2: 6 Participants
Rating of 3: 6 Participants
Rating of 4: 2 Participants
Rating of 5: 0 Participants

Bar Chart Of Ratings of Sujata Madhok

Overall Comments:
Most of the participants commented that the presentation was enjoyable and helpful. The topic discussed was relevant and consistent. However, some felt that the session was not necessary and boring.
Session 5

Managing Newspaper Resources Effectively
Professor Ashoke K. Dutta
Dean, Vinod Gupta School of Management, India

Rating of 1 7 Participants
Rating of 2 5 Participants
Rating of 3 1 Participant
Rating of 4 2 Participants
Rating of 5 0 Participants

Bar Chart Of Ratings of Ashoke K. Dutta

Overall Comments:
Most of the participants said the speaker involved everyone in his presentation. He knew what he was talking about and gave relevant examples to back up his theories. Many also found the information presented useful.
Session 6

Communication & Teamwork Building
Reita Rahman
Senior Journalist, Bangladesh

Rating of 1: 1 Participant
Rating of 2: 0 Participants
Rating of 3: 1 Participant
Rating of 4: 3 Participants
Rating of 5: 10 Participants

Bar Chart Of Ratings of Reita Rahman

Overall Comments:

The majority of the participants said that she was not knowledgeable of her topic. She did not involve the participants and failed to deliver her points clearly.
Session 7

Enhancing Leadership Styles

**Professor Ashoke K. Dutta**
Dean, Vinod Gupta School of Management, India

<table>
<thead>
<tr>
<th>Rating</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>6</td>
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<tr>
<td>2</td>
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<td>4</td>
<td>0</td>
</tr>
<tr>
<td>5</td>
<td>1</td>
</tr>
</tbody>
</table>

*Bar Chart Of Ratings of Ashoke K. Dutta*

Overall Comments:

Most of the participants said the speaker involved everyone in his presentation. He knew what he was talking about and gave relevant examples to back up his theories. Many also found the information presented useful.
Session 8

Leadership Exercises
Professor Ashoke K. Dutta
Dean, Vinod Gupta School of Management, India

Rating of 1: 9 Participants
Rating of 2: 5 Participants
Rating of 3: 0 Participant
Rating of 4: 1 Participant
Rating of 5: 0 Participants

Bar Chart Of Ratings of Ashoke K. Dutta

Overall Comments:
Most of the participants said the speaker involved everyone in his presentation. He knew what he was talking about and gave relevant examples to back up his theories. Many also found the information presented useful. The exercises were well-focused and interesting.
Session 9

Managing Change and Conflict
Professor Durga Das Bhattacharya
Department of Management, University of Dhaka

Rating of 1: 2 Participants
Rating of 2: 2 Participants
Rating of 3: 5 Participants
Rating of 4: 5 Participants
Rating of 5: 0 Participants
*No Comment: 1 Participant

Bar Chart Of Ratings of Durga Das Bhattacharya

Overall Comments:

The participants complained that the speaker did not use a participatory method. The points were not clear and often digressed from the topic. The models used were old and boring.
Session 10

Newspaper & Its Key Publics
Professor Ashoke K. Dutta
Dean, Vinod Gupta School of Management, India

Rating of 1: 4 Participants
Rating of 2: 5 Participants
Rating of 3: 5 Participant
Rating of 4: 0 Participants
Rating of 5: 0 Participants
* No Comment: 1 Participant

Bar Chart of Ratings of Ashoke K. Dutta

Overall Comments:
Most of the participants said the speaker involved everyone in his presentation. He knew what he was talking about and gave relevant examples to back up his theories. Many also found the information presented useful.
Session 11

Management Skills Upgrading Exercises
Professor Sengupta
Vinod Gupta School of Management, India

Rating of 1 8 Participants
Rating of 2 7 Participants
Rating of 3 0 Participant
Rating of 4 0 Participants
Rating of 5 0 Participants

Bar Chart Of Ratings of Sengupta

Overall Comments:
Most of the participants said the speaker's style of presentation was very interactive. The models used were very interesting and reflected the points being made. Many commented that the session was stimulating and informative.
Session 12

Newsroom/Production/Circulation/Advertising Research: An Interface

Himadri Ray
Professor of Marketing, Vinod Gupta School of Management, India

Rating of 1: 4 Participants
Rating of 2: 4 Participants
Rating of 3: 4 Participants
Rating of 4: 2 Participants
Rating of 5: 1 Participant

Bar Chart Of Ratings of Himadri Ray

Overall Comments:

Most of the participants noted that the speaker gave a clear delivery of the topic. The information presented was useful and explanatory. Nevertheless, one participant regarded the speaker as traditional.
Session 13

Publication and Marketing Mix

Professor Sengupta
Vinod Gupta School of Management, India

Rating of 1 8 Participants
Rating of 2 1 Participant
Rating of 3 5 Participants
Rating of 4 4 Participants
Rating of 5 0 Participant

Bar Chart Of Ratings of Sengupta

Overall Comments:
The speaker was very interesting and his delivery was precise and in detailed form. The speaker also got the participants involved in his discussion and presentation of his paper.
Session 14

Real Life Cases on Positioning

Himadri Ray
Professor of Marketing, Vinod Gupta School of Management, India

<table>
<thead>
<tr>
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<td>6</td>
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<td>5</td>
<td>0</td>
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</tbody>
</table>

* No Comment 1 Participant

Bar Chart Of Ratings of Himadri Ray

Overall Comments:

The speaker was interesting and presented his topic in an educational and informative way. The session helped the participants to realise certain useful facts in positioning strategies.
Session 15

Managing Upwards
Rahim B. Talukder
Professor of IBA, University of Dhaka
Tawfig Azia Khan
Managing Editor, The Daily Star, Bangladesh

Rating of 1  3 Participants
Rating of 2  3 Participants
Rating of 3  1 Participant
Rating of 4  4 Participants
Rating of 5  3 Participant
* No Comment  1 Participant

Bar Chart Of Ratings of Rahim B. Talukder & Tawfig Azia Khan

Overall Comments:
The presentation by both speakers could have been more comprehensive. The topic was interesting but it lacked interaction between the speakers and the participants. Most of the participants also noted that the speakers were dull and their delivery poor.
Session 16

Impact of Multi Media Environment of Newspapers
Selim Ahmed
Dept. of Mass Communication & Journalism, University of Dhaka

Rating of 1  2 Participants
Rating of 2  3 Participants
Rating of 3  2 Participants
Rating of 4  5 Participants
Rating of 5  2 Participants
* No Comment  1 Participant

Bar Chart Of Ratings of Selim Ahmed

Overall Comments:

Some participants noted that graphics usage in the presentation would make a lot of difference. Although the information presented was precise and useful, it was generally agreed that the speaker's presentation skills could be improved.