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Developing and managing a media design and production facility

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Developing and managing a media design and production facility

Abstract

Although there is a difference of opinion in the number of educational institutions offering graduate and undergraduate programs in media, in the United States there are between 120 and 160 graduate and undergraduate degree programs in media according to Richard Nibeck (1982) Deputy Executive Director, Association for Educational Communications and Technology. Less than 50% of these 2 schools require more than two courses in management with less than 25% requiring additional course work in business management or other business relate

DEVELOPING AND MANAGING A MEDIA DESIGN
AND PRODUCTION FACILITY

A Research Paper

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The Department of Curriculum and Instruction

In Partial Fulfillment

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Chapter I

INTRODUCTION

Introduction to the Problem

The media field is just beginning to see an impact upon society. Today's individuals, commerce and industry, educational and religious institutions and organizations are becoming increasingly aware of the need for clear concise communication and innovative ways to present their messages. The media professional possessing skills in message design and production is capable of assisting people in effectively communicating their messages.

For the media professional interested in developing a business offering these services, possessing skills in message design and media production is not enough. A combination of professional media skills, efficient and effective management skills, and a knowledge of business principles, especially small business principles, are necessary.

Statement of the Problem

Although there is a difference of opinion in the number of educational institutions offering graduate and undergraduate programs in media, in the United States there are between 120 and 160 graduate and undergraduate degree programs in media according to Richard Nibeck (1982) Deputy Executive Director, Association for Educational Communications and Technology. Less than 50% of these

schools require more than two courses in management with less than 25% requiring additional course work in business management or other business related classes. Furthermore, there are no schools that offer media students courses or training in small business development/management which relate to services which could be offered in a media design and production business. Unless a media student has had previous business experience, or takes additional course work in business, the media graduate is offered no formal training which incorporates professional training in media with business or business management. Therefore, the media graduate desiring to develop/manage a small business and who lacks this training is academically unprepared to develop a media business. Because of this, the author has reviewed literature on small business and applied this to the media field for his own personal use as well as proposed for use by other media professionals.

Chapter II

REVIEW OF THE LITERATURE

Introduction to the Review of the Literature

In the 1979 Study of Employment Markets in the Media Field, Daryl Sink reported that business and industry now ranks with elementary schools, secondary schools, and four year colleges to constitute the four leading markets in the media field (Sink, 1979, p. 36).

In the 1980-81 Educational and Instructional Media Technology Placement Study, out of 608 responses, 148 media graduates entered business and industry, according to Richard Nibeck (1982), Deputy Executive Director, Association for Educational Communications and Technology. If these figures are representative of the total number of media graduates from the 120-160 graduate and undergraduate media degree programs in the United States, one-fourth of all media graduates enter business and industry.

The media graduate entering into business or industry with only professional media skills does not have adequate preparation in business/management.

According to Richard Nibeck (1982), "Traditionally there is only one management course in the masters degree program in Media Technology. Depending upon the program, these courses are approximately 4-5 credit hours."

With the current number of media graduates entering business and industry, additional required course work

in business/management would provide media graduates with a combination of professional media skills, management skills, and a knowledge of business principles.

Furthermore, for the media graduate who desires to develop a small business in the media field, there is a need for training which incorporates professional skills in media with business/small business management.

Currently, within graduate and undergraduate media curricula, there are no course offerings in small business. This situation is not, however, entirely unique to media programs. Rimler and Humphreys (1980) have found that "there are very few college business curricula that have more than sporadic course offerings in entrepreneurship and small business organizations" (pp. 9-10).

Frank L. Tucker, Professor, Harvard Business School states that,

In view of the importance of better management training needed to take full advantage of the opportunities in small business, it is surprising that more colleges and universities do not offer more courses for the purpose. (Allen, 1968, p. xii)

In view of the number of media graduates who are entering business and industry, it is surprising that media educators are not incorporating and requiring business/management courses within media training programs. Courses or training in small business development/management which also relate to services of a media design and production business should be offered in the curriculum.

Although there are a variety of authors and texts that deal with principles and practices of small business, none of these sources specifically relate to the media field. It is not enough for the media professional to know the principles and practices of small business. Practical application of these principles must be made in relationship to the media profession. This summary will provide a practical application of small business principles, as well as guidelines for developing and managing a media design and production facility.

The Media Design and Production Facility
Defined as a Small Business

The term "media design and production facility" is very broad and can probably encompass a variety of meanings.

Questions regarding what a media design and production facility is; what services are provided; what design is, and what types of production are available in such a facility; are valid and a number of answers may be correct.

While there may be a variety of meanings and debates as to what design and production includes, the author would like to, for this paper, define the usage of the term "media design and production facility" and state the purpose of such a facility, as it relates to small business.

Most authors who write on the subject of small business agree that "it is not possible to define a small

business rigidly" (Ostlund & Hollander, 1956, p. 4), however, experts agree that small businesses comprise certain characteristics. Walker and Petty (1978) state that while "it is difficult to develop a simple definition," the Small Business Administration (SBA) "generally define a small business as one that is independently owned and operated and is non-dominant in its field of operations" (p. 3).

Gaedeke and Tootelian (1980) provide the most concise definition of small business. These authors define a small business as "self-initiated, largely self-financed, independently managed, and localized in operation and of relatively small size when considered as a part of the industry" (p. 6).

Using these concepts, a media design and production facility can be considered a small business if it is developed, financed and operated by a media professional who offers one or more types of media services, generally to a localized or regionalized population. Most facilities today are categorized under advertising agencies, however, the media design and production facility can offer more than "just advertising." The facility can incorporate as many services as budgeting, staffing, and innovation will allow. Types of services might include: design, layout, graphic illustration, multimedia, public relations, advertising, consultant services and the like.

The Media Design and Production
Facility: A Service Business

Gaedeke and Tootelian (1980) classify business operations into four categories. These include retailing, wholesaling, manufacturing and services. Although the media design and production facility may be, to some degree, a combination of all of these, it is primarily service oriented. A media design and production facility may have every type of equipment available to produce a variety of media. The facility might also be able to produce top quality materials, yet no matter how sophisticated a facility may be, a business without the ability to serve and meet the needs of it's clients and consumers will not survive. The point is simple, yet it can not be overemphasized. Regardless of the amount or types of services, the purpose of the media design and production facility is to serve people. In order to provide quality media service as well as insure success in business operations, careful planning is required.

Lackey (1971) believes that "if an enterprise is to be successful, it must be well planned from the time of its organization." According to Lackey (1971), "All too many novice businessmen set up shop without knowing exactly what products or services they are going to offer and what the public demand is for their particular offering" (p. 1). Unlike many entrepreneurs, the media professional has narrowed the business selection within a particular area, the media field. While products and/or

services selection will be a key factor in the development of a media design and production facility, several other considerations require careful attention in the decision to enter small business.

Like any small business venture, financial and personal goals, business work requirements, and the impact of a small business on the owner's lifestyle must be considered by the media professional planning to develop a media design and production facility.

To assist in the planning process of developing a successful small business, three authors provide helpful materials and guidelines.

Criteria for Consideration When Entering a Small Business

Albert's (1977) checklist for selecting a business can assist the media professional in helping to provide realistic expectations of small business in the planning process of a media design and production facility.

Albert's (1977) list of six categories to consider when assessing capabilities a person can bring to a business is another effective tool for the media professional. By taking a personal inventory within each of these categories, the media professional can list strengths and weaknesses which will play an important part in the success of the small business. Categories include:

- (a) Health and Physical Capabilities;
- (b) Capabilities Developed in Formal Education;
- (c) Capabilities Developed as an Employee;
- (d) Capabilities Developed in Hobbies and Other Activities;
- (e) Investment Capability; and (f) Other People's Opinions. (Albert, 1977, pp. 25-34)

Anyone planning to open a small business should be aware of four important functions. According to Albert (1977), these are: (a) Management, (b) Finance and Accounting, (c) Design and Production, (d) Sales and Marketing. Assessment of necessary skills needed to manage the media design and production in relationship to these four functions will allow the media professional the opportunity to take necessary course work or other means of preparation for planning the successful operation of a media design and production facility. Even with a checklist for selecting a business, a list of six categories for assessment, and knowledge of the four vital functions within small businesses, Albert (1977) feels that "intuition and feelings in the final analysis will be used to select the business" (pp. 61-62).

Gaedeke and Tootelian (1980) disagree. These authors deal with the selection and development of a small business from a marketing perspective. According to Gaedeke and Tootelian (1980), "a proper assessment of marketing potential helps to substitute emotions and 'wishful thinking' with objectivity. Such an assessment will be a helpful factor in launching a successful business" (p. 6).

The authors state that:

A complete understanding of the marketplace will include an understanding of the following:

1. The size and demographic characteristics of the population;
2. Economic features of the trade area, such as income, unemployment patterns and growth projections;
3. Competitors' strengths and weaknesses;
4. Social and cultural dimensions of the market;
5. Behavioral characteristics of potential customers. (Gaedeke and Tootelian, 1980, p. 6)

"Entrepreneurs should know why and how these market characteristics affect their business operations and where to obtain pertinent market information" according to Gaedeke and Tootelian (1980, p. 61). In many ways, assessment of the market potential is one of the most important aspects related to developing a media design and production facility. Without a clearly defined assessment of the market potential, the media professional or anyone planning to develop a small business can waste valuable time, energies, and money.

The media professional planning to enter small business should not only know how market characteristics affect their business operations, but also have a basic understanding of the advantages and limitations of owning and managing a small business in general.

Advantages of Small Business

There are a number of advantages in developing a small business. According to Broom and Longnecker (1979), "Little, except ambition and beginning capital are required, a few who try even succeed with ambition alone" (p. 19).

According to Burstiner (1979), there are seven reasons that people enter small business. These seven reasons can easily be included in the advantages of owning and managing a small business and listed as these categories: (a) Independence; (b) Enjoyment; (c) Operational Scheduling; (d) Recognition and Prestige; (e) Wealth; (f) Innovative Opportunities; and (g) Challenge. The media professional with the desire to develop a small business would do well to develop such a list. Going beyond just listing categories of advantages, the media professional should be able to state, under each category, at least three advantages of operating a small business.

Besides personal advantages, small business in general offers personalized attention to both customers and employees. As a result, the lines of communication, both internally as well as with customers, are improved. Ostlund and Hollander (1956) believe that,

. . . the personal interest on the part of the owners, as well as the absence of expensive and complex managerial organization allow for more flexibility than larger competitors in adjusting to customer's tastes and needs. (p. 7)

Because the small business is able to adapt to change more quickly, it is possible for managers to increase operating efficiency.

Limitations of Small Business

While there are many advantages offered by the small business, there are also some limitations the media professional should be aware of before undertaking the responsibilities of developing and managing a media design and production facility.

A media student needs more than just production skills. Media graduates, lacking previous experience and academic preparation in management, should not consider developing a small business without obtaining additional training in this area.

Broom and Longnecker (1979) support the concept of management training. The authors state that,

Perhaps the greatest problem of small business management is the lack of necessary skills in the management group. In a very small business, the owner is a one person management item . . . who . . . often does not understand the intricacies of maintaining adequate business records or preparing financial statements. Therefore, small businesses are plagued by inadequacy and serious misuse of business records and business information. (Broom & Longnecker, 1979, p. 22)

Because of its nature, a media design and production facility can lend itself to a number of possible limitations. In addition to the advantages of small business, Burstiner (1979) sees seven limitaitons which

should be considered by anyone planning to enter small business.

Burstiner (1979) says:

1. You can forget about the eight-hour day . . .
2. There is a possibility that you may lose your capital investment, and perhaps, or other people's money as well.
3. You probably will not be able to count on a regular income. . .
4. You'll carry a tremendous weight of responsibility on your shoulders.
5. . . . you may find yourself having to perform chores that you will dislike or actually abhor.
6. Your customers and your suppliers will, in effect, become your new boss (in the sense that you will have to accede to their wishes and commands).
7. . . . your business will tend to consume just about all of your time and all of your energies. (pp. 6-7)

The media professional should not only be aware of these, but weigh them against advantages a small business offers. Evaluation of limitations, in light of these points, is an individual matter. A problem, not unique to the media design and production facility owner-manager, but to all small businesses can be financing.

Broom and Longnecker (1979) state that since the "small firm has only limited access to . . . the capital markets that are open to large businesses . . ., borrowing must come from other sources" (p. 23). Because the media design and production facility is a service business, the initial cost of inventory should be considerably less than

a retail, wholesale, or manufacturing operation and probably less than most other service businesses. Many media professionals have begun small businesses within their own homes. A part-time business in the home saves the cost of a building's rent and utilities, and other hidden costs.

Gaedeke and Tootelian (1980) point out that,

. . . small businesses engaged in various media operations are normally denied Small Business Administration financial assistance by the SBA regulation 120.2(d) (4), because they are judged to be 'opinion molders'. (p. 16)

The media professional should not only be aware of this, but research other means of financial assistance.

Staffing is also a problem the media professional needs to consider.

Broom and Longnecker (1979) point out that managers often report difficulty in locating properly qualified personnel. The authors state that "Even more difficult for the small business is the recruitment of managerial and professional personnel" (Broom & Longnecker, 1979, p. 24).

According to Gaedeke and Tootelian (1980),

Management professionals cite the lack of benefit programs, low salaries, the reputation small business has for ignoring modern management techniques, and the orientation of most college business programs toward large corporations as reasons for not considering employment in a small business. (p. 16)

Other limitations common to all small businesses is the amount of research on products, processes, and methods.

According to Broom and Longnecker (1979), "In most cases, small businesses do not have the required funds for such activities" (p. 23).

Cohn and Lindberg state that,

Most managers in small companies tend to reject the thought of expense for things that can't be seen, measured, or resold, and regard themselves more the employers of money and merchandise than people. Running the enterprise takes all the company's available energies, leaving practically nothing for self-improvement. (Cohn and Lindberg, 1972, pp. 25-26)

With this in mind, the media professional should try to incorporate a business plan for these things prior to opening the facility. Even with the limitations of small businesses, the media professional should not be discouraged.

Ostlund and Hollander (1956) state that "Small business has many problems in common with large business, problems that are essentially the same in nature if not in magnitude, though the resources available for meeting and solving them may not be the same" (p. 6). By providing training in small business management, in conjunction with traditional media programs, the job placement outlook for media graduates will not only improve, but increase the opportunity for new avenues of employment.

Future Outlook of the Media Design and
Production Facility as a Small Business

Despite the current economic condition, the future of small business will continue to play a vital role in the economy according to several experts.

Deeks (1976) states that "Statistical projections of the likely number of small firms in the future, together with economic logic, suggest that small business survival is inevitable" (p. 69). However, according to Gaedeke and Tootelian (1980), "small business will find it increasingly more challenging in the future to continue its vital role in the private enterprise system" (p. 10). The authors continue to say,

Despite the many uncertainties regarding the economy in general, and small business in particular, the outlook for the small enterprise can still be viewed with optimism. (p. 11)

Klatt (1976) states that,

It is estimated that for 90 percent of the small businesses that are established are organized because of easy entry. But the same conditions that permit the ease of entry also make overcrowding inevitable in most industries, and only those with the necessary management skills can survive. (p. 5)

Since the future of small business appears optimistic, yet challenging in regard to management, media students graduating from media programs which require training in management skills, especially small business management, along with traditional course work, will be better prepared for success in developing a media design and production facility than students graduating from media programs without such training.

Management and the Media Design
and Production Facility

Success in the development of a media design and production facility is dependent upon the incorporation of previous business experience and/or management training in small business principles and practices.

According to Gross, Cancel and Figuerod (1977),

Business understanding is the single most important requirement for business survival. Business people who can understand the interrelationships of all operational units, functions, and responsibilities can identify the adjustments and techniques that are most likely to restore the stability and profitability of the business. (p. 3)

One important principle of successful management is that,

When entrepreneurs accept the fact that they do not know everything, and either employ or work with people who know what they don't know about the business; when they trust them to use their skills and experience intelligently for the good of the business, with responsibility and accountability, then and only then do they become business managers and they succeed. (p. 6)

According to the authors, "A growing business needs management more than entrepreneurship. In a management-run business, the owners employ qualified specialists and workers" (Figuerod, 1977, p. 7). Furthermore, "If a business is to be successful, its management must have direct lines of control and communication with all operational units" (pp. 6-7). However,

Because a business is a complex entity, communication and control are not easy. Systems have to be established to insure that all parties are listening to each other and talking to each other. (Gross, Cancel & Figuerod, 1977, p. 8)

Another principle in successful management which media professionals should keep foremost in mind is that,

Owners or management, together with the employees, must do all the work needed to operate the business. The more work they can do in a given time, the greater the productivity will be and the lower the costs. (Gross, Cancel & Figuerod, 1977, p. 9)

In business there are many jobs to be done; they're commonly called functions. Functions are steps in the business process. When related functions are grouped together, the result is called an operational unit, or functional unit. Organizing the business in terms of functions and functional units helps measure costs. (Gross, Cancel & Figuerod, 1977, pp. 9-11)

The authors also state that,

The assignment of actual employees to functional areas is the staffing organization. The staffing organization defines specific tasks within specific functional units to specific persons. (Gross, Cancel & Figuerod, 1977, pp. 9-11)

When media professionals, who have an understanding of business management, admit they do not know everything, and employ or work with qualified people, the success of a media design and production facility is more likely. To assist the media professional in achieving success in the management of a facility, knowledge of the basic types of business organizations is essential.

Three Business Organizations

There are three basic types of business organizations for the media professional to select from when developing a media design and production facility. Management can vary according to the type of organization. These are:

- (a) The Sole Proprietorship; (b) The Partnership; and
- (c) The Corporation.

The sole proprietorship is a name given to a business owned and operated by one individual; a partnership is a voluntary 'association of two or more' persons to carry on as co-owners of a business for profit; and the corporation is the creature of a state, being chartered under its laws and therefore, the corporation, and not its owners are liable for debts contracted by it. (Broom & Longnecker, 1979, pp. 78-80)

Generally speaking, management of a small business is dependent upon the type of organization selected. However, regardless of the business organization selected, the legal requirements, as well as the rights and duties of the media facility owner(s)/manager(s) should be explicitly drawn up previous to the operation of the business.

Knowing what the three basic business organizations are and how they operate will assist the media professional who plans to develop a small media business. Whether a sole proprietorship, partnership, or a corporation, the person who develops a small business is known as an entrepreneur.

The Media Entrepreneur

Broom and Longnecker (1979) define an entrepreneur as ". . . one who assumes the risks of business ownership and actively manages its operations" (p. 31). According to the authors, "only the individual can determine whether or not he or she is ready to undertake business ownership. It is a decision of vital and lasting significance" (p. 41). Because this is such an important decision,

media students with the desire to develop a small business should be familiar with the common attributes and characteristics of the entrepreneur and evaluate their potential success in light of these characteristics.

Burstiner (1979) believes that, "The entrepreneur is the business--its originator, its motivating force, its energy. . ." (p. 11). In regard to entrepreneurship Burstiner (1979) feels that some people cannot view themselves realistically. Some people have over inflated egos; others feel inadequate to undertake such a venture. However, Burstiner (1979) states that people will ". . . see themselves pretty much as they really are if they (a) make the effort and (b) proceed on an intellectual and unemotional basis" (p. 11).

Siropolis (1980) quotes Peter F. Drucker who says,

Some entrepreneurs are eccentrics, others are painfully correct conformists; some are fat and some are lean; some are worriers, some relaxed; some drink quite heavily, others are total abstainers; some are men of great charm and warmth, some have no more personality than a frozen mackerel. (pp. 26-27)

Siropolis (1980) states that, "Though taken out of context, Mr. Drucker's words underline the futility of painting a word picture of the typical entrepreneur" (pp. 26-27).

While there may not be a "typical" entrepreneur, there is a consensus of opinion, among experts, as to common attributes and characteristics of entrepreneurship. According to Deeks (1976),

. . . there are very few empirical studies that attempt to relate the success of specific groups of businessmen to their personality characteristics. one such attempt, that by Hal Pickle, had some inconclusive findings. Pickle set out to determine whether or not successful small business managers do have certain characteristics--such as thinking ability, human relations ability, drive, communications ability, and technical knowledge--that are partially or wholly lacking in unsuccessful managers. (pp. 18-19)

Deeks (1976) states that,

The Pickle study illustrates some of the methodological complexities of trying to establish relationships between psychological variables, such as the personality characteristics of entrepreneurs, and economic aspects of business performance. There are few writers about small enterprise, however, who are not prepared to take a stab at describing what they see as the characteristic motivation of entrepreneurs,

yet

almost all such descriptions being couched in terms of the active aspirations of the entrepreneur rather than in terms of any analysis of the realities of his occupational or economic situation. (pp. 19-20)

Deeks (1976) concludes, therefore, that,

. . . entrepreneurs are seen to be motivated by desire for high financial rewards, by aspirations for upward social mobility, or by the personal achievement, autonomy, self-expression, or independence available to the self-employed. (pp. 19-20)

According to Siropolis (1980), "Entrepreneurship seems unlikely to attract the overachiever. However, the common thread that joins them together as entrepreneurs is the desire for self-expression" (pp. 27-28).

Broom and Longnecker (1979) believe there are five significant qualifications and supporting attitudes required of the successful entrepreneur. These include:

(a) An Insatiable Drive and Persistent Enthusiasm; (b) Readiness For New Challenges; (c) Acceptance of and Dealing With the Unusual; (d) Sensitivity to Civic Responsibilities; and (e) Training and Experience. (Broom & Longnecker, 1979, p. 39)

The authors state that,

Entrepreneurs tend to be individualists who choose to go their own way rather than to identify with other organizations. (Broom & Longnecker, 1979, p. 37)

Yet

Despite the strong, independent attitudes of the successful entrepreneur, there are four attitudes that the entrepreneur requires. (Broom & Longnecker, 1979, p. 40)

These are:

- (1) A willingness to select assistants, to depend upon them, and to delegate responsibilities to them.
- (2) A willingness to concede one's limitations and to accept them.
- (3) A willingness to take advice.
- (4) A willingness to render service honestly and well. (Broom & Longnecker, 1979, p. 40)

According to Burstiner (1979),

The entrepreneur, (1) is willing to work hard; (2) gets along well with others; (3) has good communicative ability; (4) knows how to organize; (5) takes pride in what he or she does; (6) maintains good interpersonal relations; (7) welcomes responsibility; and (8) is willing and able to make decisions. (p. 10)

Siropolis (1980) states that,

Studies at Harvard University and Massachusetts Institute of Technology found that entrepreneurs are not likely to come from society's pool of rejects. In fact, entrepreneurs enjoy a generally higher than average level of success in their previous employment. (pp. 26-27)

Both Broom and Longnecker (1979) and Burstiner (1979) support the concept of management training for entrepreneurs. Of the entrepreneur, Burstiner (1979) says ". . . this man or woman needs business experience plus knowledge and skills" (p. 9).

Broom and Longnecker (1979) state that,

. . . it seems likely that the entrepreneur possesses many of the same characteristics as do successful managers in big business. Leadership talent is required for effective management in any type of organization. Skill in communication is also essential. (p. 37)

The authors state that, "Incompetence, a cause of many failures, may reflect inadequate educational preparation . . . education is no substitute for experience" (Broom & Longnecker, 1979, p. 39).

Considering these points, it is surprising that business management courses, especially small business offerings, are not incorporated into media programs. By combining these courses with current media technology programs, media graduates would receive two-fold benefits: (a) media production skills and (b) management abilities.

Chapter III

CONCLUSION

Whatever the reason for the attraction to small business, the media entrepreneur must have the necessary training in small business principles, and be able to implement these principles into practice as they relate to developing and managing a media design and production facility.

In reviewing the literature on small business, the author found that organization plays a vital role in developing a successful business.

The author believes that in undertaking the responsibility of a media design and production facility, the media entrepreneur should use a systems approach.

Incorporating management principles into a systems approach for developing and managing a media design and production facility will help to insure success for the media entrepreneur, from the first steps in planning through the daily operations and plans for expansion.

Using the material found in the literature review as a reference for designing a model, the entrepreneur will be able to combine professional media skills with small business principles.

Currently the systems approach in designing instruction is successfully used in the education field.

The systematic approach for instruction is based upon sequencing of steps and functions.

The author of this study believes that if the systems approach can work in designing instruction, it can also work for developing managerial processes and procedures for developing small businesses, especially the media design and production facility.

Using a systematic approach in designing a media design and production facility, the media entrepreneur will be able to: (a) determine the need for developing a facility; and (b) organize a business plan for helping to insure the success of the business.

For the purpose of developing a media design and production facility, the author defines the "Systems Approach" as an organizational process. This developmental approach of organization can range from the design of a simple objective for the media business through the design and implementation of an entire sequence of plans for the facility.

There are five steps in a systems approach for developing a media design and production facility. These are: (a) Identifying and Analyzing Facility and User's Needs; (b) Developing Goals and Objectives; (c) Designing Operational Procedures; (d) Implementing Methods and Procedures; (e) Evaluating Operational Procedures.

Identifying and Analyzing Facility and User's Needs

The first step in developing and managing a media design and production facility is to identify and analyze the need for developing a facility. In doing this, the media entrepreneur should be able to also identify, as well as analyze, the needs of the facility users or potential users. This is achieved through the needs analysis. The needs analysis is the means employed in assessing and stating the actual needs of a desired audience.

In developing procedures for employees of a media design and production facility, the needs analysis reveals the need for development, improvement or increased efficiency and effectiveness of a product, service or program.

In the media design and production facility, a needs analysis can be done in a number of ways. Random sample, telephone survey, or personal contact with potential clients provide ways in which the media professional can assess needs. Once needs have been assessed, goals and objectives for meeting a facility's needs can be established.

Developing Goals and Objectives

Goals and objectives are plans to be followed. Good planning is not always easy, but it is worth the time and effort invested. Goals are a general statement of desired

accomplishments. Objectives are specific statements of desired results.

In developing a media design and production facility, goals and objectives must be written and adhered to. Both goals and objectives can be modified, but they should not be abandoned. Goals and objectives provide a framework of accountability for managers and employees. Without clearly established goals and objectives, the facility's personnel will flounder.

Objectives that are written in terms of desired behaviors will allow the media business manager to measure performance.

If it is possible, the media entrepreneur should begin searching for goals and objectives from established "advertising" agencies previous to opening a media design and production facility. These can provide some new ideas for services, products, or performance methods or procedures.

Goals and objectives provide more than just guidelines in designing operational procedures of a media facility. They structure desired results within the facility.

Designing Operational Procedures

Designing operational procedures or methods is also known by the managerial function of organizing (Macfarlane, 1977).

Organizing is an important function in developing and managing a media design and production facility. Planning

and organizing are also systematic. Planning states "what" and organizing states "who". In other words, the question posed in the planning process is "What has to be done?" This is followed by the question in the organizing process, "Who is to do that which is to be done?"

In planning, goals and objectives are written. In organizing, the most effective use of people, time, and equipment is developed. The organizational aspect of management designates who performs an activity and when the activity will occur.

When developing a media design and production facility, a manager can do one of two things regarding organizing: (a) write job descriptions and define roles for the employees; or (b) hire and work with employees in developing job descriptions and roles.

In developing operational procedures for a business, the entrepreneur should provide alternative means to achieve goals and objectives when this is possible.

Implementing Methods and Procedures

Once operational procedures have been designed for the facility, it is the responsibility of the manager for coordinating the functions of the business. Typically these functions will include: personnel, job descriptions, and responsibilities, financial policies and procedures, and marketing activities. In the media design and production facility, implementing methods and procedures can be a continual process. An important function of

implementation of methods and procedures is the evaluation of operational procedures.

Evaluating Operational Procedures

Any revising, omitting, or re-implementing of additional procedures should occur as often as needed in developing a media design and production facility. The author believes evaluating operational procedures must be an on-going process. In the opinion of the author, the business function of controlling is an important element of the evaluation process. Controlling compares the expectations of production against actual production. This allows for an analysis of what should be expected and what adjustments need to be made in the facility's organization. Controlling is also a measurement of managerial practices. Production, attitude, and quality are indicators of the effectiveness of management.

Even with limited skills in instructional design, the media entrepreneur can design and implement an effective evaluation instrument through the use of behavioral objectives. If properly written, the behavioral objective and evaluation item should agree and the evaluation will be implicit in the objective.

A simple yet practical application of evaluating procedures is the outcome of a business. If a facility produces quality materials, if production is done on or before deadlines, and if results bring financial stability

to the business, the facility's operational procedures are successful.

Conclusion

Currently universities are attempting to enlarge business management programs (Broom & Longnecker, 1979, pp. 40-41). Because of this, innovative media educators would do well to establish, with business departments, courses in business and small business management. Furthermore, the author believes in providing these courses, media educators, using the systems approach, should design course offerings in small business opportunities in media. Curriculums might range from general overviews organized similar to the material found in the review of the literature to specific course offerings within each of the categories presented in the review.

By providing curriculum or materials on small business opportunities in media, the author sees four benefits. These are: (a) Media entrepreneurs would save countless hours of redundant research, study, and preparation; (b) Media students possessing this knowledge could utilize skills in small business, as well as in industry, education and larger businesses and corporations; (c) Both undergraduate and graduate media students would have better marketability in the employment opportunities; and (d) Institutions offering undergraduate and graduate media programs with courses or curriculum in small business

opportunities in media could expect increased enrollment in these media programs. This combination of studies would provide practical preparation of skills which would benefit media students and departments alike.

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Reference Note

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