

Suzana Žilič Fišer: Broadcasting Management , Public Television on the Market / Upravljanje televizije, Javna televizija na trgu, Ljubljana, Fakulteta za družbene vede, Univerza v Ljubljani, 2007.; 274 p.

The book *Broadcasting Management, Public Television on the Market*, written by dr. Suzana Žilič Fišer explores the issue of confrontation of public interest and economic success of television organisations. The book with 274 pages explores the area which is extremely important for media owners, media producers and media scholars. The question of economy needed careful analysis of the problem of efficiency and effectiveness in commercial public service broadcasting. The arguments presented suggest that social responsibility in broadcasting and profit seeking are incompatible. In exploring the effectiveness and efficiency in broadcasting the author stressed the importance of active market oriented activities as well as the fulfilment of public interest in television. This hypothesis has been tested through conducting an extensive case study research of the hybrid model of broadcasting, Channel 4 in UK. Besides the analysis of valuable data, the author identified certain management approaches which are important for fulfilment of public interest and economic success of public service broadcasting organisations.

The author presents the research process and the justification of a case study. It seems very legitimate to use a Channel 4 as a model for research. The book is one of the book that examines the role of electronic media in society what seems to be very important in our digital era. Different theoretical arguments of role of the media and media institutions are valuable in the period where different media channels explode every day. The public interest in media represents the enormous issues in different spheres and therefore it is relevant to be expressed in such dimension the book.

Media and management are key words that open the place for discussion but it seems not many author would want to deal with this connections. The discussion of management theorise by examining the limitations in their applications to media industry is very valuable material for political scientists and media researchers. The book shows that management in public broadcasting leads to different scientific disciplines –

from political management to economic and media disciplines.

Author stresses that different media systems and different broadcasting systems are very connected with different social, economic and historic factors in the environment. Therefore it is extremely valuable to present the differences in the perceptions of media, particularly broadcasting, in different environments. The book gives us the overview of media system in USA and Europe. Particular attention is devoted to dual system and great importance of public broadcasting in Europe.

The historical and social review with deep analysis of relevant sources offers us the material valuable for media scholars. Accordingly, deep analysis of Channel 4 as hybrid model is unique and very important material those who are researching media environment in Europe.

The book presents the main criteria for evaluating the management approaches and performance assessment. With those criteria it is possible to analyse the management process of broadcasting organisations and expose their strengths and weaknesses. Particular attention is also devoted to the explanation of the reasons for considering the economic criteria as important elements in the process of evaluating the management of public broadcasting which shows us the level of accommodation of the broadcasting organisations to dynamic media environment.

With the analysis of management of hybrid broadcasting model the author Žilič Fišer explained the performance assessment and management approaches of the organisation. The original contribution comes from the suggested managerial approaches which could be successful in public and commercial broadcasting.

New managerial practices in broadcasting are the answers to the challenges of the market: how to produce more with less funds in a very competitive market? The most important driving force for the management of television organisations is the demand for efficiency, not only economic efficiency but also operational and organisational efficiency. The demand for efficiency is the consequence of the new competitive environment where public service broadcasters play an important role. On a global level, these broadcasters are facing demands for increasing efficiency and flexibility within the changing media environment. These demands derive mainly from the increasing complexity of the society and environment

and their mutual interaction, increasing need for responsiveness towards the changes in the environment, increasing need for incorporating into emerging information society which implies an increasing need for co-ordination, participation and decentralisation, and from public funds limitation.

The author, dr. Suzana Žilič Fišer explores different disciplines, particularly seeks in the are of political communications, media studies and media economy. The book represents a contribution

in the field of theory and practise of media studies. Accordingly, the book shades light on some future developments in media environment and this is valuable for those who are researching relevance of media in today and tomorrow history.

Received: 2007- 11-19

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