CHAPTER II

HISTORY AND HRM OF NEWSPAPER INDUSTRY

2.1 ORIGIN OF NEWSPAPER INDUSTRY

2.1.1 History of newspaper

History of newspaper is one of the dramatic experience for the world it is considered as a turning point in the world. In the beginning only political news were spread to the people through oral communication. Then poster showing news came into existence and news were published through these posters.

Julius Caesar the first person who introduced newspaper (poster) in Rome in 59 B.C. In the

10th century A.D. The Chinese government also introduced a newspaper in Peiping in 10th century A. D. This was continued for a long time i.e. till 1911. In 1956 Venice with intention to convey the world news to his people he prepared the news and kept them in the public places.[1]

Print media is considered as the most trusted element of the media world. Newspapers cater not only the local interest, but also the national and international interests. The history of these particular mass media communicator in India is traced back in the year 1780 with the production of the Bengal Gazette from Calcutta (Kolkata).

History of the newspapers in India[2] is also interesting. Printing was not there in existence in the ancient period. There were no means of communication. In those days Ashoka the greatest Emperor introduced his own means of communication. He started publishing the events in the form of small pictures drawn on the walls of the temples. Political news were also published in the same manner, and announcers were also appointed, and they made their announcements in a crowded places.

In the medieval period of India the Mogul Empire introduced new era of journalism. Various information offices where setup for the circulation and news writers were appointed to supply the news. All the news letters of course were hand written. There
were two wooden printing presses in the whole of India. In those days limited facilities were available for printing, in the beginning of new era when the Christian missionaries came to India to setup printing presses with intention to propagating Christianity among Hindus.

- In 1578 Blacksmith was the first Indian to prepare the Indian script in Tamil.
- In 1578 the second printing press was came in to existence in Punikel in South India.
- In 1674 by Goldsmith of Gujarat made an attempt to establish the printing press in Bombay.
- In 1679 at Ambalkad in Malbar the first Tamil Portuguese dictionary was published.
- In 1712 the first press was set up by Elegenbdg in South India and the Portuguese literature was published.
- In 1714 first copy of New Testament was published in Tamil language with intention to spread Christianity among the people.
- In 1778 Natheniel Helhead’s book of Bengali grammar was published in Calcutta.
- On 6th September 1956 the first printing press in India came into existence.
- In 1957 press was used for writing the book Catechism for children.
- In 1961 the first printing press was set up in Madras but unfortunately the people of Madras where not aware about the mechanism of printing, so it was shifted to Fabricious a famous scholar in Tamil who lived in Madras. [2]
- On 24th January 1780 the great personality Hicky he began his publication ‘Bengal Gazette’ the 1st Indian newspaper. The publication was also called Calcutta General Advertiser. It is surprising that with no facilities of telephone, telegraph, telex and for mechanical composing he always produced his paper in time.
- ‘India gazette’ the 2nd newspaper was published in November 1780 by Bernard Messink with intention to promote their business.
- ‘Calcutta Gazette’ the 3rd newspaper an Oriental Advisor was published.
- In 1784 in India it was Calcutta gazette and Oriental Advertiser became the official Gazette. In this Gazette they published notices in different languages. It was aided with a 100% government assistance.
- Journal’ the newspaper published in 1785 by Thomas Jones with intention to publish all the government advertisements free of cost.
- ‘Chronicle’ was published in January 1786 at Calcutta in English with intention to publish fresh news from abroad.
In the last decade of 18th century saw the publications of newspapers on a large scale.

**Early Press of Bombay**

Bombay Herald and Bombay courier

- In 1789 ‘Bombay Herald’ was published in English.
- In 1790 second newspaper the ‘Bombay Courier’ a forerunner of the present ‘Times of India’ appeared and it was changed to ‘Bombay Times’ in 1838.

**Bombay Gazette**

- In June 1791 the ‘Bombay Gazette’ was published.
- In 1792 ‘Bombay Herald and Bombay Gazette’ merged but it had to depend on the mercy of the government for its survival.

**The first Indian-Owned Newspaper**

- In 1816 Gangadhar Bhattacharya he was the first Indian to start the first newspaper ‘Bengal Gazette’. Though it is existed for short period i.e. one year. It was justly remembered as the Pioneer Indian owned newspaper for its survival.

**The birth of Indian language Publications.**

The second decade of the 19th century witnessed a significant development in the field of newspaper publication.

- In 1812 Fardoonjee Marzban established the first Gujarati Press i.e. ‘Samachar press’ in Bombay ‘Bombay Samachar’ was published by this press.
- In 1818 with a purpose to feel the official pulse ‘Digdarshan’ the first Bengali language monthly was started.
- In 1819 ‘Samachar Darpan’ was founded it was the first Bengali weekly newspaper.
- In June 1820 the ‘Friend of India’ was started for highlighting subjects connected with Indian government.
- In 1821 Roy a social reformer gave birth to the weekly named ‘Mirat-ul-Akbar’ which was published in Persian language which was translated in English and published in Calcutta journal.
At the end of 19th century editors and journalists conference was held. In 1891 Native press Association was founded for improving the tone of native press.

In 1915 when Mahatma Gandhi took charge of Indian freedom movement he published a newspaper ‘The Indian opinion’ and soon after he started ‘Young India’ (English) and ‘Navjivan’ (Gujrathi).

In 1918 in the memory of Gopal Krishna Gokhale the founder of the servant India society ‘Servant of India’ weekly was published.

In 1920 ‘The Aaj’ was born it was nationalist independent paper.

In 1922 for making aware about the ideas of Mahatma Gandhi ‘Swarajya’ was born.

In 1923 the Swaraj Party was formed under the guidance of Motilal Nehru and CR Das. They started ‘Hindustan Times’.

In 1923 for giving Idea regarding Swaraj Party in Bengal Chittaranjan Das started paper ‘The Forward’ in Calcutta. It became extremely popular in Bengal.

On 13th June 1930 for keeping the public well informed regarding the struggle of Independence ‘Free Press Journal’ appeared.

In the independence year 1947 the picture was completely changed. Before independence its role was to support the cause of national independence. But afterwards its role has become more important itself to task of national development. Therefore the scenario is completely changed in respect of publication of newspapers.

RNI (The Registrar of Newspapers of India) was established by the government in 1956 on the recommendation of the First Press Commission. The RNI monitors activities of the press in India. The institution annually publishes report that gives the circulation as well as readership figures. As per the policy of government of India for the release of government advertisements, a newspaper should have a minimum circulation of 2000 copies.\[3\]

2.1.2 Current Status of the Indian Press

With the help of the chart given below we can evaluate the status of the Indian Press. The Registrar of the Newspapers for India (RNI) has completed 59 years (According to Press in India 2014-15, the 59th annual report of RNI) of its existence since its establishment on 1st July 1956. The statutory function of RNI is to submit an annual report to Government of India. This report is known as Press in India which tries to show the current picture of the Indian Press in the country. It publishes
important statistics about the Indian Press every year. Generally its emphasis mostly on total number of the registered newspapers particularly on yearly basis. These are the vital indicators showing strength of print industry in India. In its 'Press in India' annual report of 2014-2015, [4] the RNI had provided the following figures in the following table no.1.
### Table 1

#### The Highlights of the Indian Press in 2014-15

(As on 31st March, 2015)

<table>
<thead>
<tr>
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<th>The total number of registered publications</th>
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<tr>
<td>1</td>
<td>i) Newspaper category (daily, tri/ bi weekly periodicities)</td>
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<td>ii) Periodicals category (other periodicities)</td>
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|   | The number of new publications registered during 2014-15 | 5,817 |
|   | Number of publications ceased during 2014-15 | 34 |

|   | Percentage of growth of total registered publications over the previous year | 5.80% |

|   | The largest number of publications registered in any Indian language (Hindi) | 42,493 |
|   | The second largest number of publications registered in any language other than Hindi (English) | 13,661 |

|   | The State with the largest number of registered publications (Uttar Pradesh) | |
|   | The State with the second largest number of registered publications (Maharashtra) | 14,394 |

|   | The number of publications that submitted Annual Statements (this figure includes 607 Misc. publications) | 23,394 |

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<th>The total claimed circulation of publications during 2014-15</th>
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<tr>
<td>10</td>
<td>i) Hindi Publications</td>
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<td>ii) English Publications</td>
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<td>iii) Urdu Publications</td>
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|   | The largest number of publications that submitted Annual Statements in any Indian language (Hindi) | 12,516 |

|   | The second largest number of publications that submitted Annual Statements in any language (English) | 2,219 |

|   | The largest circulated Daily: “Ananda Bazar Patrika”, Bengali, Kolkata | 11,78,779 |

|   | The Second largest circulated Daily: “Hindustan Times” English, Delhi | 10,18,367 |

|   | The largest circulated Hindi Daily: “Punjab Kesari”, Jalandhar | 7,42,190 |

|   | The largest circulated multi-edition daily: “The Times of India”, English, (33 editions) | 46,50,200 |


|   | The largest circulated Periodical: “The Sunday Times of India”, English/Weekly edition, Delhi, | 8,85,201 |


Source: Annual statements, online e-filed by publishers of registered publications (Newspapers and periodicals), as required under section (19 D) of press and registration act, 1867.
According to **Press in India 2014-15, the 59th annual report of Registrar of Newspapers for India** (RNI), there were 1,05,443 registered publications in total. The number of new publications registered in 2014-15 was 5,817.

### 2.2 GROWTH OF NEWSPAPERS

For the study of ‘growth of newspapers’ because of some limitations I could access limited RNI (Registrar of Newspapers for India) data and reports. My observations are based on this data. RNI figures released in March 31\textsuperscript{st} 2015 are the latest statistics available for this study. Growth of newspapers is calculated in two ways, one by circulation and the other is by readership. One copy of newspapers may be read by several people. If a family subscribes a newspaper it is likely to be read by 4 or 6 members so, if a newspaper has a circulation of 1 lakh its readership may be 4 or 5 lakh. In India there are two primary Institutions which maintain record of circulation and readership of newspapers namely the Registrar of Newspapers for India (RNI) and Audit Bureau of Circulation (ABC).

Circulation of dailies is the major symbol for measuring status of newspapers. A newspaper's circulation means the number of copies in circulation on an average day. While readership means the estimated number of readers of the particular publication. It can be calculated on the basis of circulation figures and estimated readers per copy.

The ABC is not a government organization but a non-profit circulation auditing establishment that certifies and audits the circulation of major publications including newspapers and magazines in India. It is established in 1948 by the Association of Publishers and Advertisers. The ABC has established the National readership studies Indian newspaper society. They conduct readership surveys of newspapers and weeklies in India every 6 months.

- Given below is the statistics given by RNI regarding the position of registered publications (state-wise), the total circulation of registered publications (2004-05 and 2014-15), and top ten dailies (2005-2015).
The position of registered publications as on 31st March 2015 (State Wise) is shown in the following fig. 1.

Registered Publications as on 31st March 2015 (State Wise)

Council (NRSC) which is constituted by advertising Association of India, ABC, and State of Telangana came into existence on 02nd June, 2014.

If we compare the figure of 2005 with 2015 regarding the total number of newspapers and periodicals published in India, which was around 60413, registered newspapers on record as against 58,469 at the end of March 2004. In 2015, the total no. of newspapers and periodical published in India is 1, 05,443, (including 14,984 Dailies and, 90,459 Periodicals). So we can come to the conclusion that there is remarkable growth in the number of publications. [5]
As per the figures shown in the ‘annual report’ prepared by RNI for the period of 2005-06 to 2014-15, total circulation of registered publications were increased consistently up to 51,05,21,445 crore copies in 2014-15 as against 18,07,38,611 crore copies during 2005-06. It seems that Indian publications are still enjoying the rising trend and showed the fastest growth in the market.
The figure shows that there are three largest circulated dailies were Anand Bazar Patrika, Bengali, (Kolkata edition) 11, 78,779 copies, Hindustan Times, English (Delhi edition) 10, 18,367 copies, and The Times of India (Delhi edition) 9, 72,180 copies.

The Times of India, English (33 editions) was the largest circulated multi-edition daily with 46, 30,220 copies per publishing day followed by Dainik Bhaskar, Hindi (34 editions) at 36, 94,385.

Press Registrar and head of RNI S.M. Khan argued that the annual report is based on the information furnished by the publishers in their online annual statements as required under the Press and Registration of Books Act, 1867.

In terms of language, Hindi had the largest number of publications at 42,493 followed by English at 13,661 and Marathi at 7,818.

Total circulation of dailies, weeklies and periodicals stood at 51, 05, and 21,445 per publishing day. While Hindi publications claimed a circulation of 25, 77, 61,985, English publications claimed a circulation of 6, 26, and 62,670.
Conclusion

Above mentioned statistics is the evidence of the remarkable growth of newspapers in India. These figures claims the highest circulation of the Daily’s. I proud to say that, RNI has included Times of India and Sakal in Top Ten Daily’s which are Pune newspapers.

As per the statistics published by Audit Bureau of circulation (ABC report for July to December 2015), the latest news regarding the circulation of Sakal newspaper is that, “the Sakal newspaper is enjoying highest position in circulation (13,37,901 copies per day) in all over Maharashtra. The sale of this newspaper particularly in Pune is more than 6,04,000 copies per day.

The Indian newspapers had prospered and expanded, gaining wider circulation and extensive readership. Compared to many other developing countries, the growth of the Indian Press has been impressive. Apart from English language, newspapers are published in India in more than 100 languages though only 22 main languages are listed in the English Schedule of the Constitution.

From the above data we can come to the conclusion that the Newspaper Industry in India is progressing. Even all the reports of Manisana Wage board and Majithia Wage Board also states that progress is remarkably high and also only the Newspapers Industry which had seen the boom in the period of Globalization while all other industries have collapsed. Only the Newspapers Industry is standing like a rock progressing throughout the market.

It is also observed by RNI that industry has been continuously growing, profits rising and looking forward to a better future. It is also highlighted by the Press in India report for 2014-2015, the rise is further galvanized and faster [7]

2.3 Impact of E-Media

Internet commerce is both innovative as well as dangerous source of internet. There are various developments which make slight changes to expand Industries. Some of the essential elements of that source have caused major impact upon the traditional
newspaper industry. So we can say that those of the newspapers that consciously adopt will survive.

Even though Newspaper industry is facing various challenges from 15th century because of radio and television as well as some other economic pressure (e. g. reducing in no of readership and increasing cost of paper) it has survived. The main reason is that they have traditional control over the production and distribution channels. Now a days a person can become a publisher and with the use of internet can send the information throughout the world free of cost. It has made compulsory for changing the first pattern of a newspaper in this way it has brought major changes and encourage newspapers to fight in new way because of it became easier to collect latest news but on the other hand it has created new challenges for newspapers.

Now selection of news has become very difficult because of electronic media. Most of the times electronic media used to repeat some news 24 hours and because of continuous hammering the newspapers feel it compulsory to follow the same news even though it is not necessary for its readers. Because of Information Technology many readers became aware about the main news in advance before getting the newspaper copy in hands. They are expecting the same news in detail from newspaper.

Globalization is also a big challenge before the newspaper industry. Importance of English language has increased as it has become a source of information. That becomes a future readership challenge for Marathi newspaper or language newspapers.

Due to increase in local language channels it has become new challenge to the newspapers. For facing this challenge newspapers are giving importance to local news. They print such news on front page of the newspaper. Due to heavy competition of electronic media newspapers strive hard to survive for attracting the attention of readers. Now most of the newspapers are in colour. Maximum pages are in colour. They have improved the quality of the papers. Use of pictures are now necessary. In short due to electronic media for information technology drastic change has been made in the print media. Therefore newspapers has no option to change its style for improving their quality.
Since last decade no. of newspapers online are growing very fast. In most of the country’s major newspapers are coming on line. The main reason for that is rapid growth of Internet and the second reason is that the online number of readers are also growing rapidly. Because of this increasing trend editors are afraid that if they will not appear online they will lose their readers.

2.4 Future of Newspapers

After examining arguments in the literature authors are at the opinion that the future of the newspapers is bright. Because there are inherent qualities that traditional newspapers process which would enable them to face the internet news revolution. Even though the internet has threatens newspaper that there are some opportunities are also available to newspaper to face the challenge of Internet.

When Radio appeared in 1920, there was a rumor that it would destroy newspapers. When Television appeared in 1950s there was a rumor that television will destroy radio, newspapers and the motion picture industry but that did not happens. But Kyrish in 1994 has noted that current predictions about the information, super highway have taken the same optimistic tone as cable television has received in United States two and half decades ago.

Pradeep Dwivedi chief corporate sales and marketing officer of ‘Dainik Bhaskar group’ is of the opinion that regional paper will continue to overtake English in the foreseeable future. However as a group we are language agnostic and have launched highly successful publications in Gujarati and Marathi as well.

Basant Rathore V.P. Strategy Business development and Brand, ‘Jagran Prakashan Limited’. Argued that, Languages have had a good run over the last decade or so as the market was driven by rising urbanization. Literacy on the one hand and by creation of better products, wider distribution, localization of content, aggressive marketing on the other.

With progress of technology, the print industry has responded to new challenges. The arrival of information technology has assured considerable support to the speedy growth of the Indian Press. Now, the Indian Press has showed that it can bear the challenges of globalization and keep its circulation growing. Now, the exciting
growth of the regional language papers imitates a growing demand amongst the readers because of literacy and education.

RNI has also quoted in their report (31st March, 2015) that they feel proud with the constant growth of Print Media. This growth has disapproves that the common apprehension that proliferation of audio visual media and internet would significantly affect the Print Media.

It is premature to argue that online publication affects the sales figures of traditional newspapers with concomitant reduction in advertising revenue as newspaper publishers find new ways to cross subsidies both forms of publication and ways of counting online publication and ways of counting publication for Audit Bureau of Circulation purposes. Because the fact is that the people prefer the physical copy of the newspapers the main reason is that there is sense of accomplishment that people have in reading newspaper and they knows that the news will not disappear before their eyes because they can always keep the newspaper copy for future reference.\(^8\)

**Ginocchio media analyst** in 2005 said that he has 100% confidence that media organizations will survive. The main issue will be conversion period from print to online but once conversion is over low cost of newspaper will support the media to survive.

**Media expert Rick Edmonds** is of the opinion that the print newspaper is survivor for at least 10 to 15 years. So he hope to be alive and reading for at least that long newspapers will keep having lots of cash to invest for some time to come. Those big boats do not turn fast but the industry needed to get a lot more urgent and has.

**Rick Rodriguez** shows much confidence for survival of newspapers he said that the investigative journalism and other unique content are key to long term survival. Newspapers will have to run on multiple tracks immediate postings through the web. So he don't believe that newspapers on the path to exist but will require lots of change in different ways.\(^9\)
**Conclusion**

In short we can say that the future of newspaper industry may be dim but it does not mean the death of newspaper industry because the main thing is that people will always find newspaper on paper more comfortable. In comparison to other countries our newspaper is very cheap in price this is also the fact for survival of newspaper industry. There is no reason to fear for the complete demise of the newspapers only various alternatives are expected in this digital age of communication. Following are the key reasons why newspapers should remain optimistic.

- The newspaper industry has transformed completely into news and information business and they are ready to reach the demand of consumers.
- Newspapers have a long history of adoption while they are not known to be very flexible even though they have faced a surge of the radio and television as only because of credible source of information. In fact the industry is also facing the problem of internet and we have seen the industry take an approach of trial and error in order to find a survival formula.
- Newspapers provide reliable information. This demand for good and trustworthy information is not going anywhere therefore there is always demand for newspapers.
- The popularity of local language is the most important reason why print media is less affected by online in India. Indians who pick up the reading habit, stick to the local language in which they are most comfortable instead on moving on other language.
2.5 CHALLENGES TO NEWSPAPER INDUSTRY.

In the Indian Newspaper Kongress (INK) held in July, 2012, Pawan Agarwal, Director, Dainik Bhaskar group highlighted some challenges before Indian newspaper industry. According to him, ‘finding the right talent across verticals, especially in editorial department, is the foremost challenge before the print media’. He also expressed concern regarding the subscription value. He said, ‘Circulation revenue in India is quite low, since newspapers are offered to readers at highly subsidized rates. This has adverse effect on revenues of newspaper companies. Retaining a loyal and effective readership base was another challenge underlined by him. (exchange4media, 2012)

In future influence of digital news will increase in India. But the print will not decline in other developed parts of the world. A combination of print and digital will emerge as a form of Indian version of convergence. With more availability of smart phones and tablets, there may be some opportunity to grow for magazines.

With new age user devices and the trend towards media convergence there is need to engage Indian media consumers across platforms and experiences. There is greater need for integration and innovation across traditional and new media, with changing media consumption habits and preferences for customized content. Print companies have to engage this new audience in newer ways. In India influence of digital content is on rise. Efforts to increase attractiveness and interactivity of newspaper websites are visible readers. [10]

Social media networks like Face Book, Twitter are being used for gaining and retaining readers. Promotion of newspaper content on such sites is more and more visible. But with such digital advancement question of revenue generation is concerning the print media industry. How to monetize digital content has become a big challenge for the Indian industry. ‘New patterns of readership are emerging and there is need for print players to adapt content to the changing habits.

To overcome the challenges posed by television news channels and other print competitors, many newspapers have begun moving closer to their customers. Dainik Bhaskar Group is an example of such efforts. The group includes in its brand, over 42 editions in Hindi speaking belt, Business Bhaskar, Gujarati daily Divya Bhaskar,
Marathi daily Divya Marathi. The group's newspapers are now printed in at least 40 locations, compared with 13 a few years ago.

2.6 OVERVIEW OF NEWSPAPERS IN PUNE

Newspapers in Pune has a long historical background more than hundred years. Tilak has started two newspapers together with Kesari which is still running. In olden times, all Pune's newspapers were available in black and white. But now most of them are colourful. Some of these, like the Times of India are also ready to accept the internet, with a new concept called e-papers. The English newspaper of Times of India group also started a newspaper which is particularly published for the schools called Newspaper in Education.

Pune's prominent English language newspapers are the Times of India, Indian Express, Pune Mirror and Sakal Times. All these are the daily newspapers. Recently DNA (Daily News and Analysis) was published from Pune but this newspaper has just shut down.

The Times of India is the largest circulated English newspaper in Pune. The ownership of this paper is with the Bennett Coleman & Company Limited. The Times of India is oldest newspaper in India, published in 1838 and came to Pune in the late 1990s. This is a daily newspaper and comes accompanied by a pull-out called Pune Times, which is an advertising pull-out.

In English the leading newspapers are Indian Express, Pune Mirror, Times of India, Sakal times and Pune mirror out of these the Times of India is on the top position for highest circulation. This paper is having long history in India it was started in 1938. The Indian express came to Pune in the early 1990’s. Pune Mirror is a comparatively new newspaper in Pune. The size and shape (dimensions) of this newspaper is different from the usual it is called tabloid. Sakal times is also a relatively new newspaper, though in its earlier avatar (from) it was known as the Maharashtra Herald, which had been in Pune for decades. It is daily newspaper and supplemented with Pune Times. Indian Express the daily newspaper which was introduced in Pune in 1990 with the supplement which covers local news i.e. Pune News line. The newspaper Pune Mirror, Sakal Times, are also new for Pune readers, Maharashtra Herald has also long history in Pune.
In Pune there are quite a few Hindi and Marathi newspapers. The most widely read Marathi newspaper is Sakal. It is also the newspaper with the largest in circulation (number of copies sold) in Pune across all languages. The Sakal group is headquartered in Pune. It is published in the cities of Pune, Mumbai, Kolhapur, Nashik, Aurangabad and Nanded. The Sakal was founded on 1st January, 1932. Sakal is a daily newspaper and comes with a pull-out called 'Today'.

Loksatta is also a popular newspaper in Pune and Kesari, Prabhat, Punya Nagari, Pudhari, Maharashtra Times in Marathi; and Hindi newspapers like Aaj Ka Anand, Nav Bharat Times, Nai Duniya, these local newspapers have their own standing in the region.

Other newspapers that are sold in Pune are Saamana, a Marathi-language newspaper owned by the Shiv Sena, a political party in Maharashtra. The paper was launched in 1988 by Bal Thackeray. A Hindi version of this paper 'Dopahar Ka Saamana' was launched in 1993.

**Times of India**

The Times of India is an English-language daily newspaper. It is the third-largest newspaper in India by circulation and largest selling English-language daily in the world according to Audit Bureau of Circulations (India).[11][12] It is the oldest English-language newspaper in India still in circulation.[13]

It is owned and published by Bennett, Coleman & Co. Ltd. which is owned by the Sahu Jain family. Times of India issued its first edition 3 November 1838 as The Bombay Times and Journal of Commerce.[14] J.E. Brennan was its first editor.[15]

‘The Times of India’, having 29 editions in English with a total claimed circulation of 47, 42, 671 copies per publishing day occupied the first position among multi editions.

The Times of India is published by the media group Bennett, Coleman & Co. Ltd. The company, along with its other group of companies, known as The Times Group also, publishes Ahmedabad Mirror; Bangalore Mirror; Bangalore Times, Delhi Times; The Economic Times; Ei Samay, (a Bengali daily); the Maharashtra, (a Marathi-
language daily broadsheet); Mumbai Mirror; the Navbharat Times, (a Hindi-language daily broadsheet); and Pune Mirror.

The Times of India has its markets in major cities such as;
Mumbai, Aurangabad, Bangalore, Bhopal, Bhubaneswar, Calicut, Chandigarh, Chennai, Coimbatore, Delhi, Guwahati, Hyderabad, Indore, Jaipur, Kolhapur, Kolkata, Madurai, Patna, Puducherry, Pune, Kochi, Lucknow, Nagpur, Nashik, Panaji, Mysore, Hubli, Mangalore, Raipur, Ranchi, Surat, Trichy, Trivandrum, Varanasi, Vijayawada and Visakhapatnam.[16]

The Indian Express

This is an English-language daily newspaper. This newspaper is published in Mumbai by Indian Express Group. In 1999, eight years after the group's founder Ramnath Goenka's death in 1991, the group was split between the family members. The southern editions taking the name. The New Indian Express, while the northern editions, based in Mumbai, retaining the original Indian Express name, with "The" prefixed to the title. At present Shekhar Gupta (in box editor is Jha) is the Editor in Chief of Indian Express Group.[17]

In 1931, the Indian Express was founded by Mr. P. Varadarajulu Naidu, at Chennai, and it was published by his "Tamil Nadu" press. In very short period because of financial difficulties, he shifted the newspaper to Swaminathan Sadanand. He was the founder of The Free Press Journal, a national news agency.

In 1933 The Indian Express started its second office in Madurai, and launched the Tamil edition, Dinamani. Mr. Sadanand introduced numerous innovations and reduced the price of the paper. But because of financial difficulties, he sold a share of his stake to Ramanath Goenka. In 1935, when The Free Press Journal collapsed, and after a delayed court battle with Goenka, Sadanand lost ownership of Indian Express.[18]

Now The Indian Express has 10 editions from 10 major cities in Maharashtra namely Delhi, Mumbai, Nagpur, Pune, Jaipur, Kolkata, Vadodara, Chandigarh, Lucknow and Ahmedabad.
According to 58th Press in India Report 2013-2014 circulation of this paper in Pune only is 76,747 copies per day.

In Pune there are quite a few Hindi and Marathi newspapers. The most widely read Marathi newspaper is ‘Sakal’. It is also the newspaper with the largest in circulation. (Number of copies sold) in Pune across all languages. The Sakal group is headquartered in Pune. It is published in the cities of Pune, Mumbai, Kolhapur, Nashik, Aurangabad and Nanded. The Sakal was founded on 1st January, 1932. Sakal is a daily newspaper and comes with a pull-out called 'Today'.

‘Kesari’ is a Marathi newspaper it was founded in 1881 by Lokmanya Bal Gangadhar Tilak, who famous leader of the Indian Independence movement and it was continuously published by the Kesari Mahratta Trust and Tilak's children (Deepak Tilak).[19] [20][21] Now they (Kesari-Pune) started its editions from Solapur, Sangli, Ahmednagar & Chiplun.

According to 58th Press in India Report 2013-2014 circulation of this paper in Pune only is 1,40,000 copies per day.

The editors of Kesari included a number of freedom fighters and reformers. It was originally started by Chiplunkar, Agarkar and Tilak. Agarkar was the first editor, [20] Agarkar left Kesari in 1887 and he started his own newspaper, Sudharak.[22] Kesari Wada in Pune still has the offices of Kesari, and mementos of Tilak, his writing desk, his original letters and documents, and the first India national flag unfurled by Madame Cama. In Tilakwada there are the offices of Kesari in Pune. From Kesari Wada, Narayan Peth, Pune Bal Gangadhar Tilak used to publish his two newspapers, Kesari in Marathi and Mahratta in English. Kesari continues to be published, edited by Balgangadhar Tilak's great grandson, Deepak Tilak.[23]

Lokmat, Loksatta are also a popular newspaper in Pune and Kesari, Prabhat, Pune Nagari, Pudhari, Maharashtra Times in Marathi; and Hindi newspapers like Aaj Ka Anand, Nav Bharat Times, Nai Duniya, and these local newspapers have their own standing in the region. Other newspapers that are sold in Pune are Samna, a Marathi-language newspaper owned by the Shiv Sena, a political party in Maharashtra. The paper was launched in 1988 by Bal Thackeray. A Hindi version of this paper 'Dopahar Ka Saamana' was launched in 1993.
Lokmat

Lokmat was founded by a group of Indian freedom fighters, in 1918, in Yavatmal, a town in Maharashtra. In 1952, Lokmat was shifted from this group of Indian freedom fighters to founder, Late Jawaharlal Darda. He was also an Indian freedom fighter. He launched Lokmat's first daily edition in the month of December 15, 1971 from Nagpur, Maharashtra.

Lokmat is one of the fastest growing newspapers in India with a growth in average daily readership of more than 16.48% from 2007 (when it had an average daily readership of approximately 6.70 million readers)

According to 58th Press in India Report 2013-2014 circulation of this paper in Pune only is 2,51,892 copies per day.

Lokmat is one of the leading newspapers in India. Their publications are 1) Lokmat in Marathi 2) Lokmat Samachar in Hindi and 3) Lokmat Times in English which jointly have 17 editions and 58 sub-editions. According to average daily circulation and average daily readership in Maharashtra Lokmat has been the leading Marathi newspaper in 2008, 2009 and for the six month period ended June 30, 2010. [24]

The average daily readership of Lokmat is 7.81 million readers, rendering it the sixth most widely read newspaper in India (Source: IRS 2010 Q3). By total readership, Lokmat is the fifth most widely read newspaper in India with 23.67 million readers. [25]

In order to keep pace with the changing trend towards digitalization of news content, they have launched online versions of Marathi, Hindi and English newspapers Lokmat in 2005 and Lokmat Samachar and Lokmat Times in 2009.

They have extended the circulation of Lokmat to 11 key markets and several towns and villages in Maharashtra and Goa as well as certain locations bordering Maharashtra in Madhya Pradesh, Karnataka and Andhra Pradesh.

Loksatta is established in 1948, on the day of Makar Sankranti. The founder member of the Indian Express Group was Late Mr. Ramnath Goenka. It was launched on
January 14, 1948 in Maharashtra, India. The Indian Express Group is the publisher of this paper. It is one of the most commonly read Marathi Newspaper in Maharashtra today. It is published out of Pune, Mumbai, Nagpur, Aurangabad Ahmednagar, and Delhi.

Loksatta is one of the most commonly read Marathi newspapers in Maharashtra. It is published by The Indian Express Group is the publisher of this paper. The founder member of the Indian Express Group, is a great freedom-fighter, Late Ramnath Goenka, he remained dedicated to Loksatta. Editor of this paper is Girish Kuber. It had remained largest circulated standard Marathi daily for many years, by later 1990s saw competition from newer dailies like Maharashtra Times and Navkal, by 1997 it only had a circulation of 400,000, Mumbai, Pune and Nagpur combined.

According to 58th Press in India Report 2013-2014 circulation of this paper in Pune only is 2,51,892 copies per day.

**महाराष्ट्र तादम्यू**

Maharashtra Times (Marathi), usually referred to as मटा from its Marathi initials. It is the ninth-largest-selling daily newspaper in the country. It is owned by The Times Group or Bennett, Coleman & Co. Ltd. According to the IRS 2005, Maharashtra Times enjoys the second largest readership in Mumbai. Other than The Times of India, Maharashtra Times is the only newspaper in Mumbai which has more than one million readers in the city.

T.V. Parvate, S.R. Pendse, H.R. Mahajani, R. N. Late, Vidyadhar Gokhale Madhav Yeshwant Gadkari, Arun Tikekar, Kumar Ketkar, Girish Kuber, (Present) are the editors of this paper.

First editor Maharashtra Times’ was D B Karnik. In the late 1960s, he was replaced by Govindrao Talwalkar. After that Kumar Ketkar worked as Editor.

Some of the most respected names of the day in Marathi literature such as P. L. Deshpande, Durga Bhagwat, and Kusumagraj were the contributors of this paper.

Bharatkumar Raut, a member of the Rajya Sabha, with the political support of the Shivsena, was the Editor of the paper from 2001 through April 2008.
Maharashtra Times has 10 editions from 10 major cities in Maharashtra namely - Mumbai, Pune, Thane, Kolhapur, Nashik, Aurangabad, Nagpur, Jalgaon, Palghar and Ahmednagar.

This paper was launched in 1962 after the establishment of Maharashtra State on May 1st 1960. It was started by Bennett and Coleman Co. Ltd to unite the Maharashtra’s and create a sense of an integrity among them.

Since 1962, Maharashtra Times has been influenced by the ideas of its editors:

1962 D.B. Karnik the first editor of Maharashtra. He has with his credit starting four publications in Maharashtra. He was the founder editor, of turning the Maharashtra Times into a people oriented newspaper. He was awarded with the Ratna Darpan award (excellence in media).

In 1995 Kumar Ketkar was the editor for 5 years. He followed in the ways of Govind Talwalkar.

In 2001 Bharat Kumar Raut took over the charge of editor. He has changed the face of this newspaper in 2002 turning it into a youth centric paper. In the meantime newspaper’s circulation has increased tremendously in Maharashtra

In 2002. In 1964 under Govind Talwalkar’s leadership it focused on politics.

In 2008 Ashok Panvalkar was the editor of this paper. The Paper became popular, and is Number One in Mumbai. He has changed the content and layout of the paper.

In 2011 this paper has launched its second edition from Pune on 7th of January. Parag Karandikar was the Resident Editor. This was the first edition in Mumbai. Later in June Nashik edition was launched and then it was launched in Aurangabad in Dec.

In 2012 July this paper has completed 50 years of its survival and launched the 'Nagpur edition' under leadership of Shripad Aparajit and 'Kolhapur edition ‘under leadership of Vijay Chormare. Hence Maharashtra Times launched total five editions in span of 18 month in 2015. [30]
Sakal Media group

Founder member of Sakal Media group was a journalist Dr. N. B. Parulekar and it was established in 1932, it is an independently owned media business in Maharashtra, and headquarter is in Pune. This Media Group owns newspapers and magazines in Marathi and English have a combined readership of over 6 million. Its circulation is around Maharashtra and Goa. Sakal (Marathi) newspaper of Sakal Media Group, when published first in Pune it was a 4-page daily. On May 7, 2008 the media group started publishing the English version of this newspaper with the title Sakal Times.\[31\]

Abhijit Pawar is holding the position of Managing Director of this Media Group since 2004, and his father Pratap Govindrao Pawar took up the role of Chairman.\[32\]

When Dr. Parulekar died in 1973. Sharad Pawar took over Sakal in 1985. Then Pawar family twisted the paper into a public limited company in 1989, and Mr. Pratap G. Pawar became Managing Director of this media group.

The products of this media group are;

- 1932 - The daily, Sakal.
- 1933 - Saptahik Sakal weekly.
- 2000 - E-Sakal, Gomantak and Gomantak Times.
- 2005 - Agrowon, India's first daily dedicated to agriculture.
- 2005 - Agrowon website by then Prime Minister Dr. Manmohan Singh
- 2006 - Sakal Pune Today.
- 2006 - Tanishka Magazine and Madhurangan Vyaaspeeth.
- 2008 - English daily Sakal Times\[33\]

Dailies
- In 1932.Sakal, Marathi newspaper, started as a 4-page daily.
- In 2004Sakal Times, the English newspaper relaunched.
- In 2000Gomanatak and Gomantak Times are dailies published for the state of Goa.
- In 2005 Agrowon is the first agriculture daily worldwide. Launched for making aware to the farmers about the latest agricultural technology. \[34\]
Online Media

Sakal times.com is the new addition from the Sakal Media Group. The site circulates news to readers to interact with each other in the Marathi language. Agrowon.com is also internet portal for agriculture daily, and provides information to agriculturists. [35]

**E Sakal**

*Sakal* is the largest independently owned Media Business in Maharashtra (India). Based in Pune, Sakal operations consist of regional newspapers, magazines, and Internet publishing.

With its legacy spanning over 78 long years, Sakal today is deep rooted in the lives of Maharashtra’s everywhere. Local to Global, from Information to Entertainment, from Education to Social Welfare, Sakal’s has remained focused on innovating and celebrating the core values of humanity.

With its presence across media and geographies, Sakal Group is one of the leading diversified media entities in India.

Headquartered in Pune, the Sakal Group is a vast media syndicate that has made a vivid imprint on the media canvas. With seven core publications that include three Marathi and two English dailies besides two Marathi weeklies Sakal extensively covers Maharashtra and Goa. Sakal enjoys a loyal readership of over six million discerning people. What’s more, its e-paper is assiduously accessed by Netizens all over the globe giving the Sakal Group phenomenally wide penetration and reach. Besides, the Sakal Group also organizes special events throughout the year, brings out educational weekly, yellow pages, and also undertakes commercial print. [36]

“Daily Sakal’s first issue. Published on 1st January1932.”

This is a Marathi daily newspaper owned by Sakal Media Group. Its headquarter is in Pune, (Maharashtra). Sakal is the flagship newspaper of the foundation publication, Sakal Media Group. It ranks among the top 10 language dailies of India.[37] Dr. Nanasaheb Parulekar was the founder member of Sakal. It is published in the cities
of Pune, Mumbai, Kolhapur, Sangli, Nashik, Aurangabad, Nanded, Solapur, Nagpur, Satara, Amravati and Jalgaon.

The group’s other businesses consist of regional newspapers, magazines and Internet publishing. This media group is employing over 3000 people. It has the largest Marathi website, eSakal, which has 300,000 Internet users throughout the globe.[38]

**Recent status of the group:**

Currently shriram pawar is the editor in chief (1 aug 2012 to till date) of sakal newspaper. Mr. Abhijit pawar is now the managing director of the group.[39][40] under his headship, group has launched the first agriculture daily, agro won. The official website says that it is the "first media company those who organize events & exhibitions and also it is the first media group to apply 6-sigma processes across the company.

Sakaal Times

Sakal times is an english-language daily newspaper published from pune, india. It has recently been renamed as sakål times. It is published by the sakal media group, a media establishment in Pune whose flagship publication is the daily broadsheet Sakal (in Marathi). The paper started circulating in May 2008.[41]

The present Resident Editor is Mr. Rohit Chandavarkar. Mrs. Vrunda Juwale heads the Features section, assisted by Mrs. Tania Roy.

The content is generated by the staff reporters, writers and photographers. Also, some of the content is sourced from news agencies.

There are three weekly supplements that are published along with the newspaper: Spice (Food, fashion, literature, motoring, travel); She (Women's issues and glamour); BigLeap (Career) Moreover, several special supplements are published often.

**Samana** (Marathi: सामना) is a Marathi-language newspaper published in Maharashtra, India. The paper was launched on 23 January, 1988 by Bal Thackeray. A Hindi version of the paper Dopahar Ka Saamana was launched on 23 February 1993.[42]
Until the death of Bal Thackeray on 17 November 2012, both the newspapers were edited by him. To honor him, his son Uddhav has named him as the "founder-editor". The chief editor of both dailies is Uddhav Thackeray and the executive editors are Sanjay Raut and Prem Shukla of Marathi and Hindi versions respectively.[43]

**Agrowon**

The Sakal Media Group is established in 1932, the largest independently owned media business in Maharashtra. Headquartered in the educational and cultural capital of the state – Pune. The Sakal Media Group owns and operates newspapers and magazines in Marathi as well as English with a circulation across Maharashtra and Goa. Agrowon is established in April, 2005. It is an Agri Publication by The Sakal Media Group. Agrowon is the world’s first ever daily on Agriculture, a 16 page tabloid with 8 editions, was launched with the objective of equipping farmers with factual information and the latest technology, to make them globally competitive and help them increase their income levels. Surpassing all expectations. Agrowon has grown and achieved an impressive readership over the years.[44]

It is a trusted brand name in Agriculture, and the coverage includes core farming as well as Agro based activities like dairy, poultry, fisheries, etc. Vasantrao Naik Prathistan, Pusad, Afaq, and LIMCA presented Agrowon with a prestigious award for doing pioneering work in agro information dissemination.

**Aaj Ka Anand Papers Limited.**

Aaj Ka Anand Papers Limited has launched

- Aj ka Anand in 1979,
- Sandhyanand in 1993, and

**Aaj ka Anand**

Chairman of this paper. He launched weekly Hindi newspaper Raviwar Ka Anand, which was converted to a Hindi daily - ‘Aaj ka Anand’ in 1979. According to 58th
Press in India Report 2013-2014 circulation of this paper in Pune only is 2,62,746 copies per day.

**Sandhyanand**

The company also launched its first Marathi daily newspaper ‘Sandhyanand’ in the year 1993. According to 58th Press in India Report 2013-2014 circulation of this paper in Pune only is 3,03,830 copies per day. In 1993, AKA daily has established its position in the Pune market by virtue of being the only Hindi newspaper published in the Pune city with existence for over 30 years.

**Life 365**

In FY.13, the company has launched new English daily newspaper “Life 365”. The company also has presence in the hospitality business. It runs a budget hotel “CITIOTEL” According to 58th Press in India Report 2013-2014 circulation of this paper in Pune only is 1,33,409 copies per day.[45]

**The Economics Times**

The Economic Times is an English-language, Indian daily newspaper published by the Bennett, Coleman & Co. Ltd. first published in 1961. It is the world's second-most widely read English-language business newspaper, after the Wall Street Journal, [46] with a readership of over 8,00,000. The Economic Times is published simultaneously from 12 cities—Mumbai, Bangalore, Delhi, Chennai, Kolkata, Lucknow, Hyderabad, Jaipur, Ahmedabad, Nagpur, Chandigarh, and Pune.

The Economic Times is headquartered in Mumbai at The Times of India building. Its main content is based on the Indian economy, International finance, share prices, prices of commodities as well as other matters related to finance. The founder-editor of the paper when it was launched in 1961 was P.S. Hariharan. The current Editor of The Economic Times is Bodhisattva Ganguly.

Like the London-based Financial Times, The Economic Times is printed on salmon pink paper. It is sold in all major cities in India. In June 2009, it also launched a television channel called ET Now [47][48]
Indian Express group

The Indian Express Group, which also owns;

- **The Financial Express**
- **The Indian Express** English daily,
- **Loksatta** Marathi daily, and
- **Jansatta**, Hindi Daily.

**The Financial Express** is a business newspaper in Indian English-language. It is published by the Indian Express group since 1961. It is concerned with India and international business as well as financial news. It is one of the leading financial dailies. It has 11 editions in English from leading cities — Ahmedabad, Bangalore, Chandigarh, Chennai, Coimbatore, Delhi, Hyderabad, Kochi, Kolkata, Lucknow, Mumbai, and Pune. It also has an edition in Gujarati, published from Ahmedabad. The newspaper has offices across the country and is headquartered in Delhi.

As India’s oldest financial newspaper The Financial Express had a series of well-known Editors such as R Jagannathan, Dr. Sanjaya Baru, Mythili Bhusnurmath, Sandipan Deb, and M.K Venu etc. Presently Sunil Jain is the Managing Editor of the business daily.

**Conclusion**

Although there is a drastic change in the attitude of readers with the introduction of T.V, newspapers are still enjoying their position with the readers. With respect to **Marathi and Hindi newspapers** we can say that these are very less in number in Pune city. **Sakal** is enjoying the highest position in circulation. **Lokmat** is also enjoying the fifth largest position and in Marathi it is the largest selling daily newspaper and headquartered at Bombay. **Kesari, Maharashtra Times, Loksatta, Prabhat, Pudhari**, these are Marathi newspapers in Pune, they are also enjoying their position with the readers.
2.7 Human Resource Management in Newspaper Industry

2.7.1 Concept of Human Resource Management

HRM is the new version of personnel management. There is not much difference between HRM and PM. Personnel management is traditional approach or managing people in the organization HRM is modern approach of managing people and their strengths in the organization.

Personnel Management focuses on personnel administration, employee welfare and labour relation, HRM focuses on development, motivation and maintenance of resources in the organization.

Human resources management can be defined as that part of management concerned with; All the decisions, strategies, factors, principles, operations, practices, functions, activities and methods related to management of people as employees in any type of organization. All the dimensions related to people in their employment relationships and all the dynamics that flow from it, and adding value to the delivery of goods and services and to the quality of work life for employees hereby helping to ensure continuous organizational success in transformative environment. [49]

Edwin B. Flippo, a noted authority on personnel management, states that: “It is planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual organisational and social objectives are accomplished”. [50]

Michael J. Jucious. According to his opinion, “It is that field of Management which has to do with planning organizing and controlling. The functions of procuring, developing, maintaining and utilizing a labour force”, such as that the:

(a) Objectives for which the company is established are attained economically and effectively.

(b) Objectives of all levels of personnel are served to the highest possible degree.

(c) Objectives of community are dully considered and served. [51]
Personnel management is the passive responsibility and inseparable form of management. It is vital for all managers. Strauss and Sayles comment that “although personnel work is a separate specialty, it is also at the heart of every manager’s job”.

Every manager who plans, staffs, organizes directs, and controls necessarily accomplishes these functions through people and applies them to people. His responsibilities include planning for people, directing people, gaining the commitment, interest and effort of people, and applying control to people. Several authors have suggested that personnel management should be replaced by ‘Human Resource Management’ to signify the importance of employees as organizational instruments which require careful planning, organization, and control.\[52\]

2.7.2 HRM in India:

World competitiveness report about India’s human resource capabilities has shown that India is being quite weaker in most of the Asian nations. The identification of world class human resource capability is the main cause of global success that has changed Indian HRM cultures in recent years, while historic roots put up solidly in the subjective world of managers emphasis on objective universal concept and practices are becoming more common. Three very different concept in HRM are evident, firstly Indian firms with a global outlook, secondly global firms seeking to adopt to Indian context; and thirdly the HRM practice is public sector undertakings.\[53\]

2.7.3 Development of HRM in India:

India is reach in both natural and human resources even as it faces tremendous challenges in its efforts to enhance economic growth and development in India. The personnel function was initiated in 1920 with regard to labour welfare. The trade Union Act of 1926 gave proper identity to workers unions. Royal Commission of Labour was established in 1931 as per the recommendations of this commission Factories Act 1948 come in to existence it has decided the duties and qualifications of labour officers. As per the Indian judiciary it was made compulsory in several areas of IR as per the constitution. As per the IRS laws personal managers started performing Industrial relations and that come to be known as Industrial disputes act 1947. All these developments formed a foundation of personnel function in India.
After independence, in 1950’s (IIPM) Indian Institute of Personnel Management at Calcutta and National of Institute of labour management (NILM) at Bombay was established. In 1960’s the personnel function began to expand. In 1970 because of imposing personnel function efficiency of the organization became increased. In 1980’s it began to apply the terms of HRM and HRD and afterwards in 1980 IIPM and NILM merged, and the new institute was formed i.e. (NIPM) National Institute of Personnel management at Bombay. In this way the personnel function in India has changed over the years. (Amba-Rao, 1994, Saprrow and Budhwar 1997)

Now a days HRD has become the key device for improving business performance and it has become the main aspect for survival this concept has become very popular only because of the strong efforts of T.V.Rao, Udai Pareek and Ishwar Dayal. Now the concept of HRD and (OD) Organizational Development is accepted at all levels in public and privet sectors.

There was also enormous improvement in re-labelling the title of personnel managers to HRD managers. When any employee is not satisfied on his decision and he is of the opinion that investment in HRD is not giving any concrete results then they start closing their HRD departments. Efforts are also made to outsource HR activities. This automatically gave rise to the need for measurement of HR performance. Thus the concept HR audit came in to practice.

Personnel management of HRD or HRM if one refers the book of HRM he will find the old wine in new bottle as the term personnel management has been replaced by Human Resource Management without much debate only strategic differences are there. Key scholars in this field e.g. Udai Pareek and T.V.Rao have taken strong efforts for popularizing the term HRD in India (1981 Pareek and Rao 1981 and 1999) (Rao-1999); and they use Nadler model in their preparation and continue to dialogue that in the different versions in their text [56] Budhwar (1998) investigated in 137 Indian firms about the nature of personnel function and differences between personnel management (P.M.) HRD and HRM. He states that majority of Indian managers see the recently changed economic environment as the most significant factor responsible for major changes in the nature of their personnel / HR function. The liberalization of Indian economy has created a pressure on the Indian HRM function to become more
creative and innovative. HRM profession promises to commit itself to improve the efficiency and commitment of their human resources, get better results and improve industrial relations. This highlights, among others, the role of training and development and group activities due to such changes the use of HRD related terms is becoming popular and that of personnel management related is going out of faction (Budhwar and Bjorkman, 2003). Indian managers define HRM as holistic concept, which is more focused than personnel management. It integrates both P.M. and HRD; and deals with satisfying and developing employees. HRD implies as a long term perspective for developing capabilities of HR for future organizational needs. Personnel is seen as more of a policing type of department which is called as transnational HRM. This aspect of HRM is concerned with the day to day activities of control attendance, compliance with legislation and discipline aspects. The majority of Indian believe that the future of the HRM function is good and its status is improving. Some managers, however feel that the existing legislation can be obstructive in this regard. Perhaps they rightly lament the functioning of the ‘EXIT’ policy (a policy of voluntary retirements) as problematic due to the rigidities created by the IR laws (Budhawar, 2000).

2.7.4 HRM and PM

Armstrong also observes that personal management in Indian enterprises (PM) and Human resource management (HRM) are similar in some ways and dissimilar in others. According to his opinion HRM and PM are,

Similar as follows

1) Strategies for both stem are from business strategies
2) Both recognize that managers are responsible for managing people.
3) Both attach importance to the function of matching people to business requirements.
4) Both use the same range of selection, competence analysis, performance management, training development and reward management techniques.
5) The soft version of HRM and personal stress the process of communication and participation within the employee relation system.
Dissimilar as follows

1) Personal manager is connected with non-managers and HRM is connected with managerial staff.

2) Personal manager attempts to influence line management of human resources involves an integrated line management activity.

3) Personal manager keeps itself detached from allied social-psychologically-oriented ideas, management of human resources has utmost focus on the management of corporate culture.\textsuperscript{[59]}

\textbf{Conclusion}

In short HRM is considered with the most effective use of people to achieve organizational goals and individual goals is the way of managing people at work. So they give their best to the organization. Several authors have suggested that ‘personnel management’ should be replaced by ‘human resource management’ to signify the importance of employees as organizational instruments which require careful planning, organization, development and control.
2.7.5 Why is H.R.M. Important in Newspaper Industry?

The main reason is that-

- HR Management avoid the faulty mistakes.
- Hire the wrong person for the job.
- Experience high turnover.
- Have your people doing their best.
- Waste of time with useless interviews.
- Have your company taken court because of your discriminatory actions.
- Have your company cited federal occupational safety laws for unsafe practices.
- Have some employees think their salaries are unfair relative to others in the organization.
- Allow a lack of training to undermine your department’s effectiveness.
- Commit any unfair labour practices. [60]

2.7.6 NEED OF HRM IN NEWSPAPER INDUSTRY

The success of newspaper organization depends upon effective combination of various factors i.e. money, material, machinery and men. The fact is that these resources themselves will not help the organization to reach the objectives unless there is an effective utilization of human resources. Human organization activity is just an act of getting people together to reach their goals. Co-ordination of such resources is necessary for the purpose. It is through the combined efforts of the people that monetary and material resources can be utilized for newspaper publishing objectives.

Thus out of these two productive resources namely material and human resource, human resource is very significant as human resource is an achieved resource. The harnessing of physical and material resources depends upon the acumen of human resources. Hence the management should handle diplomatically the relationship among the individuals at work so as to get the work done efficiently. Human resource management consists of “maintaining these relations on a basis which enables all those who engaged in the undertaking to make their best personal contribution to the effective working of the undertaking ”.
Peter Drucker has observed “The resources capable of enlargement can only be human resources.” They all other resources can be better utilized or worst utilized but they can never have an output greater than the sum of the inputs. Man alone of all the resource available to man, can grow and develop. When we speak of growth and development we imply that the human being himself determines what he contributes.”

Rensis Likert, a mighty management mind, said: “All the activities of any enterprise are initiated and determined by the persons who make up that institution. Plants offices, computers, automatic equipment and all else that make a modern firm uses are unproductive except for human effort and direction of all the tasks of management; managing the human component is the central and most important task, because all these depends upon how well it is done.”

The most imp aspect of HRM is fundamental change in philosophy and perspective stemmed from reckoning with the resourcefulness of the people check at work which can be developed by appropriate programs which reflects a shift from all the post approaches say commodity approach, mechanical approach, productivity approach, and social system approach, human relations approach. HRM approach emphasis aspect of individual workers and their needs including self-act

Manager should deal with the people as precious individual as they are the means for success. Every individual is a part of an organization while they are a valuable soul so manger should not mismanage these resources. So he must apply the golden route “give love and get love”. 

2.7.7 Role of personnel Manager

The personnel manager performs a variety of roles, such as the roles of conscience, of a counsellor, a mediator, a spokesman, a problem solver and a change – agent.

The conscience role is that of a humanitarian who reminds the management of its moral and ethical obligations to its employees. The personnel manager plays the role of a counsellor to whom the employees frequently go for consultation and with whom they discuss their marital, health, mental, physical and career problems.
As a mediator, he plays the role of a peace-maker, offering to settle the disputes that may arise among individuals or groups, he acts as a liaison and communicating link between as individual and group and between labour and management.

The personnel managers has always been a frequent spokesman for or representative of the company because he has a better overall picture of his company’s operations, since he deals intimately with many key organizational activities and functions.

The personnel manager also acts as a problem-solver with respect to the issues that involve human resources management and overall long range organizational planning.

HR works as a change agent within the organization because he is best suited to introduce and implement major institutional changes. He takes initiative for installing organizational development programs and convinces the top management of their need. It is he who alerts the top management regarding managerial obsolescence in his organization. He helps line managers learn to detect and solve their own problems.

The personnel manager plays many other roles as well. Any matter which needs someone’s attention and which nobody wants to deal with is often handled by the personnel department. Such activities may be peripheral but important and crucial to the efficient and effective operation of an organization.
Table – 2  The Role of Personnel Manager

<table>
<thead>
<tr>
<th>Personnel Role</th>
<th>Welfare Role</th>
<th>Clerical Role</th>
<th>Firefighting legal role</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Advisory-advising management on effective use of human resources</td>
<td>a) Research in personnel &amp; organizational problems</td>
<td>a) Time keeping</td>
<td>a) Grievance handling</td>
</tr>
<tr>
<td>b) Manpower Planning Recruitment, Selection etc.</td>
<td>b) Managing services- canteens, grain shops, transport, co-operative crèches, etc.</td>
<td>b) Salary &amp; wage Administration.</td>
<td>b) Settlement of disputes</td>
</tr>
<tr>
<td>C) Training &amp; development Of line men.</td>
<td>c) Group dynamics-group counselling, motivation, leadership, communication, etc.</td>
<td>c) Maintenance of records</td>
<td>c) Handling Disciplinary Actions.</td>
</tr>
</tbody>
</table>

The personnel department of the newspaper should realize that it is extremely important to integrate the interests of the employees and of the management with the ultimate objective of achieving the objectives of the entire organization. Mee has illustrated the concept of integration of employees-management interest and the relationship between objectives and programs as under: [68]
Table -3 Integrations of interests of employees and management [69]

<table>
<thead>
<tr>
<th>Employee’s Interests</th>
<th>Management Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic security</td>
<td>Availability and stability of employees</td>
</tr>
<tr>
<td>Interest in work</td>
<td>Loyalty of employees</td>
</tr>
<tr>
<td>Safety, healthy working conditions</td>
<td>Co-operation of employees</td>
</tr>
<tr>
<td>Acceptance hours of work and adequate wages</td>
<td>High organizational morale</td>
</tr>
<tr>
<td>Fair and efficient leadership</td>
<td>Intelligent initiative of employees</td>
</tr>
</tbody>
</table>

In this context human Resource Management becomes a matter of paramount significance in newspaper organization the human resource management functions are discharged by administrative department of newspaper.

2.7.8 Function of Personnel Management in Newspaper organization

The personnel department of the newspaper organization is concerned with various policies concerning personnel. The major ones among them are: recruitment and selection methods followed may include recommendations of the existing employees, advertising the vacancies, employment exchange, directly from colleges and universities; the adopted procedure is; requisition, recruitment, application blank, various tests and interview, placement, training, induction, job for promotion, refresher, etc. through the popular methods, viz., on the job, vestibule, apprenticeship, internship, learner, supervisory, etc., promotion basis may be seniority or merit or both, transfer may be production, replacement, versatility and personnel, compensation salary, various fringe benefits, etc. service conditions and welfare terms of employment, working conditions, legal responsibilities and obligations, and welfare activities, like medical, canteen, sickness, housing, insurance, etc. joint consultation within the firm and / or with trade unions or through industry wise machinery, job evaluation through various methods like ranking, job classification, factor comparison, point, etc., merit-rating through various methods like ranking
paired comparisons, graphic rating scales, forced distribution check list, critical incident, forced-choice, free from evaluation, etc.

The personnel problem also involves considerations of labour management relations, industrial disputes and the legislative framework, employee’s communications and personnel records and audit. Firing (dismissal, discharge etc.) is also a crucial problem for the personnel manager because it is charged emotionally. The personnel management has to handle the problems of building up moral and solving the grievances.

A very useful breakup of personnel management functions has been suggested by Flippo.

“According to him, these functions can be classified as;

1. Management Functions

- Planning,
- Organizing,
- Directing,
- Controlling

2. Operative Functions

- Procurement,
- Development,
- Compensation,
- Integration,
- Maintenance,
- Separation.

These functions are briefly explained below:

Planning

For the personnel manager, planning means the determination in advance of a personnel to carry it out programs that will contribute goals established for the enterprise.
Organizing

An organization is a means to an end. The personnel manager must form an organization by designing the structure of relationship, among jobs, personnel, and physical factors. After a course of action has been determined, an organization must be established.

Directing

Called by other names, such as motivation; actuation or command directing means getting people to go to work willing and effectively.

Controlling

Control is the managerial function concerned with regulating activities in accordance with the personnel plan, which in turn was formulated on the basis of an analysis of fundamental organizational goals.

Procurement

This first operative function of personnel management is concerned with the obtaining of the proper kind and number of personnel necessary to accomplish organization goals. It deals specifically with such subjects as the determination of human resources requirements and their recruitment, selection and placement. The determination of human resources required must rest upon prior design of job duties, a decision that is increasingly being affected by the personnel manager’s objective of meeting human needs.

Development

Development has to do with the increase of skill, through training, that is necessary for proper job performance. This is an activity of very great importance and will continue to grow because of the change in technology, the realignment of jobs, and the increasing complexity of the managerial task.
Compensation
This function is defined as the adequate and equitable remuneration of personnel for their contributions to organization objectives.

Integration
It is concerned with the attempt to effect a reasonable reconciliation of individual, societal, and organizational interests. It rests upon a foundation of belief that significant overlapping of interests do exist in the society. Consequently, management must deal with the feelings and attitudes of personnel in conjunction with the principles and policies of organizations.

Maintenance
Maintenance is concerned with the perpetuation of this state. The maintenance of willingness is heavily affected by communications with employees.

Separation
If the first function of personnel management to secure the employee, it is logical that the last should be the separation and return of that person to society. Most people do not die on the job. The organization is responsible for meeting certain requirements of due process in separation.

2.7.9 Human resource Planning
An important personnel function in newspaper management is human resource planning. Human Resource Planning refers to projecting future manpower requirements and developing manpower plans for the implementation of the projections. According to Coleman, human resource planning is the process of determining manpower requirements and the means for meeting more requirements in order to carry out the integrated plan of the organization. 

The following factors generally affect the personnel requirement in newspaper:

- Size of Paper
- Form of ownership
- Extent and condition of equipment’s
- Personnel policies
The personnel requirements in some of the important departments of a big daily are given below:

1. **Editorial Department**
   Editor, managing editor, chief correspondent, resident editor, city correspondents, day city editor, night city editor, dy. editor, sub-editor, Sunday editor, editorial writers, chief of desk, correspondents for sports, politics, foreign news, commerce, Book review, science etc. feature writers, translators, trainees, correspondents, cartoonists, photographers, designers and proof readers.

2. **Advertising Department**
   Advertising manager, local display or retail advertising manager, classified advertising manager, national advertising manager, copy writers, artists, advertising sales people, researchers, special sales people, clerks.

3. **Circulation Department**
   Circulation manager, state circulation manager, city circulation manager, mail circulation manager, traffic manager, route supervisor, distributors, sales people, drivers, carriers, agents, mailers.

4. **Accounting department**
   Finance manager, treasurer, auditor, cashier, stenographer, bookkeeper, tabulators, record clerks.

5. **Mechanical (printing) and stores department**
   Mechanical superintendent, composing room supervisor, press supervisor, paste-up / page makeup in charge, typist, machine operators, plate makers, offset press operators, camera section people, helpers, electronic engravers.

6. **Data Processing Department**
   Data Processing Manager, Computer Supervisors, Computer Operators, Key punch Supervisor, Programmer, Systems Analysis, Control Clerk.

7. **Promotion Department**
   Promotion manager, assistant promotion manager, copy writers, artists, photographers, typist, correspondents.

8. **Other personnel**
   Legal advisors; store keeper / stores managers, helpers, and clerks for stores, public relations manager. [71]
Conclusion

From the above discussion we can say that the term personal management can be used for the manpower management but it is observed that the latter is not merely limited to the management of employees as individuals excluding collective bargaining with unions.
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