

Television in Industrial Town: A Phenomenon of Provincial Culture

To the Problem of Manager's Tactics

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Abstract—The paper analyses the major encumbrances on the way to creation of an organization in the sphere of culture with state funding. Based on the initial contradiction: the manager is passionately seeking to create, and the state is equally trying to refuse him. The final agreement largely depends on the inventiveness and perseverance of the manager. Overcoming bureaucratic corporatism can only be one way – to find in this corporation at least one supporter, and using the above qualities, to change the situation in their favor.

Keywords—*profitability; unprofitability; exclusion, unpromising; state subsidies; subordination; hierarchy; correspondence; instances; document status; gratitude*

*One needs very much of patience in order to learn how
to be patient.*

Stanislav Jerzy Lec

Try twenty times; on seventy first time, you'll succeed.

Army-related folklore

*For community prosperity, one manager is able to do
more than an army of clerks.*

From true-life observations

I. INTRODUCTION

In the 1960s, as Magnitogorsk was a major industrial center of the country, it had the opportunity to develop a municipal TV station. According to existing normative quotas of that time, TV stations were established only in capitals (of republics) and regional stations, To Magnitogorsk, the town of regional subordination, an exception was honored. The main factor that influenced this decision was the surpassing indexes of economic potential of Magnitogorsk's metallurgical complex and a dozen of other major enterprises of the town as compared with other Russian regions. Besides, it was necessary to control the mass of Magnitogorsk's proletariat. That is why it was permitted to establish the TV-TV station, existing for about 20 years.

In 1982, by an ordinance on Gosteleradio (the USSR State Committee for Television and Radio Broadcasting), the

Magnitogorsk's TV studio (along with a number of other TV stations of the country) was closed due to unsatisfactory profitability. It was hard to understand what profitability measures were in place during these years of socialism. After all, it is an understatement to say that the country's television stations relied on governmental subsidies; in fact, it was completely funded through the state budget. Any advertisement or other commercial activities on a TV screen were forbidden.

The reason turned to be simple: the majority of the world had already switched over not only to polychrome television but to digital broadcasting. Meanwhile, in our country, the black-and-white television prevailed.

To the State Committee on television, the task was assigned to carry out large-scale modernization efforts and switch over to color, but proper fund allocations were not met. In those days, Brezhnev's motto was popular: "Economics must be economical". That is why, higher authorities decided to close a number of TV stations including Magnitogorsk's one.

The TV studio was closed, but the building and the equipment were preserved on its balance. The former director and several security officers were obliged to keep going to work and guard the property until revitalization. 80 people became unemployed, while the town was left without an instrument of self-cognition. In search of a job, many specialists departed from Magnitogorsk.

Several years passed, and the townspeople began to claim the phrase: "it is easy to lose; meanwhile, it is hundredfold harder to revive"! Each branch of the municipal authorities (complying with the hierarchy) wrote letters to the next higher authorities. All of them had received refusals. The intercourse in correspondence faded; and the matters grounded to a halt. The Party heads kept away from a chance to perform a wrong step.

II. ONE MAN IN THE FIELD CAN ALSO BE THE WARRIOR

Being a deputy of the Right-Bench district council, the author held a public position of a chairman of permanent commission on culture. He made use of the territorial belonging (the TV station was located in the Right-Bench

district of the town). In contravention of any subordination, he forwarded an inquiry of deputy to the Chairman of Council of Ministers of the country, N.I. Ryzhkov. In the author's official letter, he argued in favor of the necessity of television preservation in Magnitogorsk. In spite of thousands of applications to the Council of Ministers, he received an encouraging response. In his letter of reply, N.I. Ryzhkov informed that he charged the Gosteleradio Committee in rendering possible assistance for the resolution of such important for Magnitogorsk issue.

Lesson number one subsequent upon the aforesaid: be well-disciplined; nevertheless, though complying with the hierarchy, do not put the hierarchy in front of the matter itself.

Lesson number two—it is mandatory that arguments, which can be laid down in your application to higher authorities, must correspond to the level of problems resolving by this official.

Taking a tight grip on this response, the author rushed convincing the top brass that opening of the TV station in our town is a quite resolvable matter.

A lot of letters were forwarded to organizations that the issue resolution could depend on. Having received no answer, he kept applying to the same echelons three or four times.

Finally, the aim was gained. The long-awaited response came from Chairman of Gosteleradio, A. Aksionov: "Gosteleradio supports your request. The issue is now in preparation and will be resolved after adopting a relevant resolution of Cabinet Council". The TV station was restored shortly after. At present, on the municipal television, several TV studios work successfully.

In frame of analyzing the intercourse in correspondence, the author wants to attract attention of a manager-beginner to the following aspects—in spite of importance, the last letter of the Gosteleradio administration obtained the status of document only because it informed on the made decision. It means that not any letter can be considered as a document.

In a work of a manager with officials, it is necessary to try and achieve not a reply (there were tens of them) but a specific decision, which would become a document. So, at the initial stage, the answers of television administration were, rather, affirmations in their nature—the officials wrote that they closed the TV station in connection with the application of the regional administration, meanwhile, later on, they told about a lack of funds. The author had to fend off such replies pointing out a presence of funds and equipment, efficacy of help of the metallurgical complex, the town and deputies' readiness to take part in it. Constantly, he tickled up to the necessary decision making.

That is what the managerial tactics essence consists in.

As is known, a victory has a thousand of fathers, while defeat is an orphan always. As soon as the ordinance of Gosteleradio "On restoration of work of Magnitogorsk's TV station" was published, Magnitogorsk's leaders and officials hurried over pretending to be heroes of the long-drawn epic story in townspeople eyes.

A news-writer of the urban newspaper V. Mozgovoy maintained a pause giving a chance to heroes to denote their own decisive role in the history of the revival of the Magnitogorsk's TV station and then in the article dated on 17th of February 1990, he wrote as follows. "From all tribunes, the municipal administration promised opening the studio as soon as possible; however, it seems, a lever of impact was in possession of nobody.

However admittedly, there was A.N. Yakupov. Systematically and persistently, he forwarded enquiry by enquiry to Sovmin [Council of Ministers] – in spring 1989, the 'fortress' of Sovmin waved the white flag. But about the decision, we got aware much later. And here you are: the document on 24th of January 1990, reads as follows: 'Dear Alexander Nikolayevich! Your enquiry of deputy forwarded to Cabinet Council <...> addressed to Ryzhkov N.I. was considered in Gosteleradio <...>. As we were informed by Gosplan [State Planning Committee] <...>, according to errand of Sovmin <...> No.9300 on 20.04.1989, in the Plan of economic and social development <...> for the year 1990, for opening of Magnitogorsk's television studio, there was envisaged allocation of the limit on labor and the assignation for television-broadcasting arrangement in amount of 102 thousand rubles <...> Signature: F. Bruyev, Chairman of General Board of Coordination of Gosteleradio <...>'".

After opening of the TV studio, the author sent out letters of gratitude to every person who helped to Magnitogorsk in the resolution of this issue.

Gratitude is an important factor in a manager's work. One needs to appreciate people for their responsiveness. This trait is given not to everyone.

III. CONCLUSION

In the context of the above said the author draws the following conclusions.

A. *If a Manager Would Do as Follows, Almost Any Problem Is Resolvable*

- Act persistently;
- Never put off till tomorrow what is needed to be done today;
- Create a base of serious arguments in favour of desired solution;
- Involve people able to render real assistance in issue resolution;
- If you suddenly find yourself alone on the battlefield, keep your spirits up;
- Develop a reasonable relation in your mind to a problem of a subordination violation;
- Regarding a tactical approach to officials, use documental pressing.

B. It Is Necessary to Keep in Mind That

- Despair in any business is enemy number one;
- A disability – in anxious time – to assume responsibility is enemy number two;
- A desire to lay the blame for problem pendency on managers of a higher rank is enemy number three.

In a case of success, as a strong rule, there will appear ahead going figure of a false-hero striving laying hands on the fruits of your labor.

The author believes that the following several secrets guarantee success to a manager: 1) come to your job place one hour earlier in comparison to your workers' arrival time—this will allow you to map out courses of action for the day and to consider intricate problems; 2) upon completion of a working day, better stay in office for an extra hour (better for two). In a tranquil tempo, sign evening correspondence and complete the work planned in the morning; 3) during the day, along with operational matters, try to resolve no less than one strategic issue being of principal significance for a progress of your organization; 6) learn how to overcome inertia of postponement of resolving problems; 7) during any initiative realization, you should limit this process within a given time frame; assign deadlines and persons responsible for its execution.

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