



Inside the BBC and CNN: Managing Media Organisations

Lucy Küng-Shankleman

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Inside the BBC and CNN provides a unique insight into two of the world's best-known media organisations, during a period of great change and new challenges. The BBC and CNN have very different histories, remits and identities, but both must now compete to provide news in a media environment being reshaped by increasing competition, globalisation, digitisation and convergence. In addition they face increasing pressures of criticism focussed on the struggle for ratings and the perceived "dumbing down" of programming.

Drawing on intensive research carried out among senior managers in both organisations, Lucy Küng-Shankleman's study explores the beliefs and attitudes that shape management priorities and broadcasting policy. More controversially, it examines how each organisation's distinct cultural beliefs - about broadcasting's fundamental purpose, about the nature of competition, and about the relationship between competition and quality - have laid the foundations for their current and past success, but could now threaten to limit their ability to respond to the unprecedented changes underway in the world's media landscape.



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