CHAPTER-3

Methodology

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## Methodology

### Table No. 3.1: Methodology: An Overview

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<th>OBJECTIVE</th>
<th>NATURE OF THE STUDY</th>
<th>SAMPLE</th>
<th>TECHNIQUE</th>
<th>ANALYSIS</th>
</tr>
</thead>
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<td>1</td>
<td>To examine the technological advancements in gathering and dissemination of news in the News Rooms</td>
<td>Qualitative</td>
<td>Stakeholders involved in gathering and dissemination of news (Purposive Stratified Sampling)</td>
<td>Interview (Semi structured) With 20 journalists, Focus Group Discussion</td>
<td>Critical Qualitative Analysis</td>
</tr>
<tr>
<td>2</td>
<td>To study the Emerging Trends in the News Rooms of selected media organisations after the emergence of ICT in 1995</td>
<td>Qualitative</td>
<td>Stakeholders of the News Rooms (Purposive Sampling)</td>
<td>Interview (Structured) 6 Case Studies, Focused Group Discussion</td>
<td>Critical Qualitative Analysis</td>
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<tr>
<td>3</td>
<td>To find out the changes in reading/viewing behaviour of newspaper readers/news channel viewers and also to analyze the impact of electronic media on print and vice versa</td>
<td>Quantitative</td>
<td>Readers and viewers. Purposive Stratified Sampling, Samples 151</td>
<td>Survey</td>
<td>Descriptive and inferential statistics</td>
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<td>4</td>
<td>To assess the opinion of various stakeholders about the changes brought by ICT in the News Rooms</td>
<td>Quantitative</td>
<td>Purposive Stratified Sampling of the journalists working in various News Rooms since 1990, and also the web experts. Samples 169</td>
<td>Survey</td>
<td>Descriptive and inferential statistics</td>
</tr>
</tbody>
</table>
Methodology is the heart and soul of any study because it provides the idea about all activities undertaken by the researcher to achieve the objectives. It helps in bringing forth the reflection of originality, creativity, imagination and insightfulness to address the research questions. The Chapter, Methodology, discusses both the conceptual framework and the practical elements of the research. It explores the research questions in depth and further discusses what methods are appropriate as per the aims and nature of the study. It describes the accurate steps that have been undertaken to address the Research Questions. For this reason, this section follows logically from the Statement of the Problem in much the same way as Research Questions follow from the Review of the Literature. The objective of the Chapter is to provide an inclusive description of the specific steps that have been followed.

Objectives and Research Questions

This study intends to investigate Paradigm Shift in News Operation Management with Special Reference to Technological Interventions in India in the context of four newspapers (The Times of India, The Indian Express, Dainik Bhaskar, Rajasthan Patrika, two news channels, Times Now, Aaj Tak, and their web portals). For this purpose, following objectives and research questions were identified:

Objectives

- To examine the technological advancements in gathering, processing and dissemination of news in the News Rooms.
- To study the Emerging Trends in the News Rooms of media organisations after the emergence of ICT especially the internet in India in 1995.
- To find out the changes in reading behaviour of newspaper readers/television viewers and also to analyse the impact of electronic media on print and vice versa.
- To assess the opinion of various stakeholders about the changes brought by ICT in the News Rooms.

Research Questions

- What are the technological advancements in gathering, processing and dissemination of news in the News Rooms?
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- What are the Emerging Trends in the News Rooms of media organisations after the emergence of ICT?
- What are the changes in reading behaviour of the newspaper readers/television viewers and what is the impact of electronic media on print and vice versa?
- What do the different stakeholders think about the changes brought about by ICT in the News Rooms?

3.2: Research Design for the Study

The present study “A Study of Paradigm Shift in News Operation Management with Special Reference to Technological Interventions in India in the context of The Times of India, The Indian Express, Dainik Bhaskar, Rajasthan Patrika, Times Now, Aaj Tak and their web portals” is an Exploratory Research. Considering the nature of the study a Sequential Exploratory Design of Mix Methodology was found appropriate.

Sequential Exploratory Design possesses the ingredients of Mixed Methods as well as an Exploratory Research Design. As explained by Creswell, Clark, Gutman & Hanson, (2003) in the book Handbook of Mixed Methods in Social and Behavioral Research in the section Advanced Mixed Methods Research Designs, “Sequential Exploratory Design is characterized by an initial phase of qualitative data collection and analysis followed by a phase of quantitative data collection and analysis. The findings of these two phases are then integrated during the interpretation phase” (Creswell, Clark, Gutman & Hanson, 2003).

The Mixed Methods Research Design (Creswell 2012) is a procedure for collecting, analysing and ‘mixing’ both the qualitative and quantitative research and methods in a single study to understand a research problem. There are six common Mixed Methods Designs (Creswell et al, 2011)— the Convergent Parallel Design, the Explanatory Sequential Design, the Exploratory Sequential Design, the Embedded Design, the Transformative Design and the Multiphase Design. The Exploratory Sequential Design starts with and prioritises the collection and analysis of qualitative data in the first phase. Building from the Exploratory results, the researcher conducts a second quantitative phase to test or generalise the initial findings. The researcher then interprets how the quantitative results build on the initial quantitative results. For example, the researcher collects qualitative stories about adolescents’ attempts to quit smoking and analyzes the stories to identify the conditions, contexts, strategies and consequences of adolescents’ quit attempts. Considering the resulting
categories as variables, the researcher develops a quantitative instrument and uses it to assess the overall prevalence of these variables for a large number of adolescent smokers.

The primary objective of the Sequential Exploratory Design is to generalize qualitative findings based on a few individuals from the first phase to a larger sample gathered during the second phase. As with the Explanatory Design, the intent of the two phases of Exploratory Design is that the results of the first, qualitative method can help develop or inform the second, quantitative method (Greene et al., 1989). This design is based on the premise that an exploration is needed for one of several reasons: one, measurers or instruments are not available, two, the variables are unknown or, three, there is no guiding framework or theory. Since this design begins qualitatively, it is best suited for exploring a phenomenon (Creswell, Plano Clark et al, 2013). The researcher did not get any such Indian study considering changes in the newsroom brought by ICT. Hence, selected the Sequential Exploratory Design.

The Exploratory Design starts with the collection and analysis of qualitative data to explore a phenomenon. In the next step, which represents the point of interface in mixing, the researcher, using this design, built on the results of the qualitative phase by developing an instrument, identifying variables or stating propositions for testing based on an emergent framework. These developments connect the initial qualitative phase to the subsequent strand of the study. In the third step, the researcher implements the quantitative strand of the study to examine the salient variables using the developed instrument with a new sample of participants. Finally, the researcher interprets in what ways and to what extent the qualitative results generalize or expand on the initial qualitative findings.

Following are some other vital points of the study like the research design, source of data, sampling and data collection, instrument development, etc:

3.3: Sources of Data
The research were based on Primary as well as Secondary data.

A: Primary Source-
Primary data were collected with the help of questionnaires, interviews and observation. The major source of primary data has been interviews of the key persons and journalists of selected media houses, survey of readers/audience. Two group discussions were also conducted involving experts.
Questionnaire:
Rating Scale:
Semi-Structured interviews:
Case Studies:

B: Secondary Source-
The help of many books, magazines, research articles, research journals, websites, conference proceedings, newspapers, etc. was taken to gather the secondary data.

3.4: Sampling

Sample for the study has been collected from New Delhi and NCR and Kota & Jaipur (Rajasthan). The population and tentative sample sizes are as follows:

A – Population: –

- Officials from various newspapers were included in the population, which mainly includes following persons involved in planning and execution of technological interventions of the four selected newspapers (*The Times of India* and *The Indian Express* in English and *Dainik Bhaskar* and *Rajasthan Patrika* in Hindi), two news channels (*Times Now* and *Aaj Tak*) and their web portals.
- Stakeholders (reporters, sub editors, proofreaders, layout designers, news editors, editors, librarians, reference section, photo journalists, TV crew members, producers, video editors, anchors, TV reporters, Digital section head, etc.) involved in gathering and dissemination of news in the selected media houses.
- Newspaper readers, news channel viewers, online news portal users and social media users
- Journalists working in any newsroom, retired journalists, technology as well as web experts.

B - Sample Size:-
Objective wise sample and sampling methods used are as below:

**Sampling for Objective 1:** The first objective of the study was to examine the technological advancements in gathering, processing & dissemination of news in the NRs. For this purpose, Purposive Sampling method was used and four newspapers and two news channels including their web portals were selected as explained below in Objective 2.
Sampling for Objective 2: The second objective of the study was to study the Emerging Trends in the News Rooms of media organisations after the emergence of ICT especially after the internet in India in 1995. For this purpose, Purposive Sampling method was used and four newspapers and two news channels including their web portals were selected on the following criteria:

Among the four newspapers, *The Times of India* newsroom was selected considering it the largest circulated English newspaper of the country as certified by the Audit Bureau of Circulation (ABC). *The Indian Express* newsroom was selected because of its credentials being an investigative newspaper published from the national capital New Delhi. Equally, *Dainik Bhaskar* was selected considering it the largest circulated Hindi daily newspaper of the country as per the ABC Report. The *Rajasthan Patrika* was selected because it is the leading Hindi daily newspaper of Rajasthan. The Times Now as English news channel and *Aaj Tak* as Hindi TV news channel were selected, because they are top English and Hindi channels based on the TRP respectively. The newsrooms of these newspapers, news channels and their web portals were studied. For it, the information on technological changes was obtained from the people of the newsroom through personal interviews. The heads of the newsrooms mostly the Chief Editors, Executive Editors, National Editors, Executive Editor of the News Channel, Managing Editor, etc, decided the names of the persons interviewed in the newsroom.

Case Studies of six news media, print as well as TV news channels and their web portals, were conducted. Information about them was gathered through multiple sources. Relevant information about the channels were categorised.

3.5: Tools and Techniques used for Data Collection

Tools and Techniques used for Objective 1 and 2: The present research has used a Sequential Exploratory Design. The data collection process was conducted in two phases. The First phase was Qualitative Data Collection and in the second phase based upon the results and findings of the Qualitative Data, Quantitative Data were collected and analysed. Because the first and second objectives of the present study were qualitative in nature, the tools and techniques of the data collection used are as below:
**First Criteria:** Information was sought on technological changes in NR especially since the particular newspaper or news channel was started before the period of ICT. Particularly the information on technological changes for the period from 1985 to 1994 was gathered.

**Second Criteria:** The information was collected about gradual technological changes, which were getting shape in the newsrooms because of increased use of ICT. Particularly the information for the period from 1995 to 2004 was taken.

**Third Criteria:** The information was sought on the changes that took place in the newsrooms after the frequent use of ICT tools for the convenience in the year 2005 and onwards was considered. Facebook as major social media platform was launched in 2004 but got popularity after 2005. During the same period smartphone was also introduced which changed the entire scenario of news gathering, processing and dissemination. It was the same period when digital cameras for both still and video were introduced and made it cost effective to get photos and videos. Also during this period digital content storage was resolved by shifting from CD/DVD to pen drives and portable hard disks. Another factor that contributed, is emergence of small portable and affordable computing devices. During the same phase the web portals also got popularity because most website hosts lifted paywall and made the web content free. Therefore, 2005 has been taken as pivotal year for considering ICT intervention in the newsroom.

Information about all six media houses was gathered along the following central points:

- Growing use of smart phones/ICT tools
- Extensive use of computers in the newsroom for different purposes
- Adoption of new software for news processing in print, TV and web portals
- Major shift to the web. Earlier it was from print or TV to Web. Then the trend gradually shifted to web to the print or TV.
- Digitisation of library and reference sections and other old contents
- Innovative use of ICT Tools and innovative experiments. As revolution in ICT brought lot of changes in the newsroom, several media houses started several experiments and innovations to maximise the benefit of ICT tools.
- Growing popularity of websites.
Tools for Data Collection used: To fulfill the requirement of these objectives, semi-structured interviews were conducted. The sample consisted of 20 highly experienced persons having experience of 24 or more years who could tell the exact situation of changes that took place in the newsrooms before and after introducing the ICT. The items of the semi-structured interviews were as below:

- How was the news gathered when one joined the Newsroom?
- When did the use of computers begin in the newsroom one was working?
- How was the reaction of the people around them on adoption of ICT in the newsroom?
- Did the use of ICT make the work easier and faster in the newsroom?
- How has the use of ICT impacted the overall functioning in the Newsroom in terms speed, accuracy, etc.?
- How did the newsroom where one was working gradually adopt the computers and various other modern gadgets for news gathering, processing and dissemination?

3.6: Visits to Libraries

The researcher spent over six months in the library of Vardhman Mahaveer Open University in Kota during the course work. Even after course work, the researcher frequently visited the libraries and studied books from the Journalism & Mass Communication as well as Education sections. The researcher also studied some online and printed research journals subscribed by VMOU Library. Additionally, the researcher visited The Indian Institute of Mass Communication (IIMC), Nehru Memorial Library, Teen Murti, New Delhi, Makhanlal Chaturvedi National University of Journalism Library in Noida, Delhi University’s Central Library, Vallabh Bhai Patel Memorial Library, Jantar Mantar, New Delhi, the Library of Panchjanya, Organiser Weeklies, The Indian Express and The Times of India to find out some books related to technological changes in the newsrooms of selected newspapers. The researcher studied and consulted more than 300 books in the above-mentioned libraries.

3.7: Case Studies of the Newsrooms of Selected Media Houses

Case studies of four newspapers, The Times of India, The Indian Express, Dainik Bhaskar and Rajasthan Patrika and two news channels, Times Now and Aaj Tak and their web portals were conducted. Brief detail of the selected newspapers/news channels is as below:
Table 3.2: Brief Profile of the Newspapers/TV channels selected for the case studies

<table>
<thead>
<tr>
<th>Newspaper/TV Channel</th>
<th>Year of Foundation</th>
<th>Place of Publication</th>
<th>Language</th>
<th>Medium</th>
<th>Reason for Selection in Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Times of India</td>
<td>1838</td>
<td>New Delhi</td>
<td>English</td>
<td>Print</td>
<td>Largest circulated English Daily (ABC)*</td>
</tr>
<tr>
<td>The Indian Express</td>
<td>1932</td>
<td>New Delhi</td>
<td>English</td>
<td>Print</td>
<td>Leading English Daily from New Delhi</td>
</tr>
<tr>
<td>Dainik Bhaskar</td>
<td>1958</td>
<td>New Delhi</td>
<td>Hindi</td>
<td>Print</td>
<td>Largest circulated Hindi Daily (ABC)*</td>
</tr>
<tr>
<td>Rajasthan Patrika</td>
<td>1956</td>
<td>Kota</td>
<td>Hindi</td>
<td>Print</td>
<td>Leading Hindi Daily of Rajasthan</td>
</tr>
<tr>
<td>Times Now</td>
<td>2006</td>
<td>New Delhi</td>
<td>English</td>
<td>TV</td>
<td>Most watched English TV news channel#</td>
</tr>
<tr>
<td>Aaj Tak</td>
<td>1995</td>
<td>New Delhi</td>
<td>Hindi</td>
<td>TV</td>
<td>Most watched Hindi TV news channel#</td>
</tr>
</tbody>
</table>

*Audit Bureau of Circulation Report January-June 2014  
#Broadcast Audience Research Council of India (BARC) Ratings March 2015

3.7.1: The Times of India: In order to study the technological changes in The Times of India newsroom personal interviews with some of key persons in the Newsrooms at Noida Office and also situated at Express Building, Bahadur Shah Zafar Marg, New Delhi were conducted. As part of the study, the researcher visited Noida newsroom on March 28, 2017 and interviewed Chief Editor (Digital) Mr Rajesh Kalra particularly to understand the changes that took place in digital section since the year 1999 when the digital section of Times Group started taking big strides. The researcher also interviewed Mona Mehta who started her journey with The Independent, a Times of India Group publication, in 1994 and still works with ‘Speaking Tree’. Apart from it, a detailed interview was conducted with Manmohan Malik who joined the Times of India in 1974 in Proofreading section and retired in 2012 as Chief Sub Editor. At the same time, interviews of some of the people heading various sections or working in the group on desk or reporting were also conducted. Apart from personal interviews, some articles published on various blogs, newspapers and magazines including in The Times of India itself were studied. The researcher also studied a book, ‘Behind the Times’ written by Bachi Karkaria who worked with the Times Group for over three decades.

3.7.2: The Indian Express: In order to understand the technological advancements in the newsroom of The Indian Express, personal interviews with some of the key persons working in the Newsrooms at Noida office were conducted. As part of the study, the researcher visited Noida newsroom on March 9, 2017 and interviewed Editor of Digital section Mr Nandagopal
Rajan and Senior Assistant Editor Wali Ahmed. At the same time, interviews of some of the people heading various sections or working in the Group on desk or reporting were also conducted. They included Associate Editor Shyamal Yadav, all India Production Head RC Malhotra, Chief Photographer Pravin Jain, Bureau Chief of Jansatta Manoj Mishra, etc. The researcher also interviewed some former employees including Padmanath who retired as Chief Sub Editor from the Group. Apart from personal interviews, some articles published on various blogs, newspapers and magazines including The Indian Express itself were studied.

The researcher also interviewed veteran journalist Achyutanand Mishra, who worked with Jansatta for many years. The researcher visited the Express office at Sector 7 in Noida on March 15, 2017 and particularly met Surendra Kumar Sharma in production and printing department and also old employee in Jansatta Aryan Upadhyaya. The researcher also studied the book ‘Warrior of Fourth Estate: The Story of Ramnath Goenka of the Indian Express’ written by BG Verghese. The researcher again visited the Indian Express NR on July 24, 2017 at 5.30 pm to receive updates on changes from digital head Nandagopal Rajan.

3.7.3: Dainik Bhaskar: Personal interviews of some key persons working in Dainik Bhaskar’s Newsrooms in New Delhi, Indore and Bhopal were conducted to understand the technological changes in its newsroom. As part of the study, the researcher visited Indore on February 8, 2017 and interviewed National Editor Kalpesh Yagnik, who heads the National Ideation Newsroom (NIM) at Bhaskar office situated at AB Road. On March 19, 2017, the researcher visited National Newsroom (NNR) in Bhopal and interviewed the MP State Head Aryan Upadhyaya. The at the same time, interviews of some other people heading various sections or working in the field or on the desk were also conducted. The researcher also interviewed some of the former employees including Umesh Chaturvedi, who had joined Dainik Bhaskar in 1998 and worked in Delhi Bureau till 2006 and Gyanendra Bartaria who worked in Indore for many years and Shravan Garg who worked as Editor of Dainik Bhaskar for many years. Apart from personal interviews, some articles published on various blogs, newspapers and magazines were studied and an interview of Bhaskar Group Chairman Mr Ramesh Chandra Agrawal was seen on YouTube. The researcher also interviewed veteran journalist Achyutanand Mishra, who has edited a book, ‘Hindi Ke Pramukh Samacharpatra Aur Patrikayen’ having a full article on Dainik Bhaskar. The researcher visited Delhi Bureau of Dainik Bhaskar on April 3, 2017 at 5.30 pm.
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3.7.4: Rajasthan Patrika: Personal interviews of the people working in the newsroom of Kota edition of Rajasthan Patrika were conducted to understand the technological changes that took place in Kota newsroom. It included the interviews of the then editor of Kota edition, Pradip Kumar Pandey, head of various beats including reporting, desk, designing, IT, photo section, libraries, etc. As part of the study, the researcher visited Kota NR of Patrika on June 9, 2016 and then in Jaipur on February 18, 2017. In Jaipur, the researcher interviewed Patrika TV head Sandip Purohit, persons working in the digital wing including Nakul Devrishi, and other senior editorial members including Rakesh Tiwari and Hemant Pandey at Jhalana Dungri office. Then the researcher visited old office at Keshargarh and interviewed several old employees who were reluctant to be named in the study. The researcher also visited Patrika library and identified two prominent books, Badhate Kadam, written by Vijay Bhandari, the former close associate of Patrika founder the late Karpoor Chandra Kulish and another book Dharapravah, which is the biography of the late Karpoor Chandra Kulish. Apart from it, the researcher interviewed some of the old employees who worked at Delhi Bureau of Patrika. They include three prominent names Gyanendra Bartaria, Manoj Verma and Rakesh Shukla. The researcher on February 24, 2017 interviewed veteran journalist Achyutanand Mishra, who has edited a book ‘Hindi Ke Pramukh Samacharpatra Evam Patrikayen’ having a chapter on the history of Rajasthan Patrika. Finally, the researcher spoke to Bhuvnesh Jain, the editor of Rajasthan Patrika.

3.7.5: Times Now: In order to understand the technological changes in the newsroom of Times Now, personal interviews with some of the key persons at Delhi Bureau situated at Times Centre in Noida were conducted. Since the main newsroom of the news channel is in Mumbai, the researcher visited Mumbai on June 15, 2017 and especially interviewed the General Manager, Technical and Broadcast Operations, Vignan Kumar, at its office situated in Kamla Mill Compound, Lower Parel. Additionally, the researcher interviewed Akhai Shimray, head of the Camera Team at ET Now office situated in the same campus in Lower Parel. Prior to it, the researcher interviewed Managing Editor (political) Navika Kumar in New Delhi on April 6, 2017. The researcher visited Noida office on April 2, 2017 and interviewed Bureau Chief Shantanu Ghosh. At the same time, interviews of some of the people heading various sections or working in the Group were conducted. Some of them requested anonymity. Apart from personal interviews, some articles published at various blogs, newspapers and magazines including in The Times of India were also studied.
3.7.6: Aaj Tak: Personal interviews of the key persons working in the newsroom of Aaj Tak and also associated with the production, operation and IT departments were conducted at Noida head office, known as ‘Mediaplex’ in several meetings. Apart from personal interviews, a special visit was made to the Newsroom in Mediaplex to understand the entire mechanism of news operation under the guidance of the key figure of Aaj Tak Newsroom Punya Prasun Bajpai on January 12, 2017. Apart from it, personal interviews of Vice President, Operation and Production Rehan Kidwai, IT Head Amit Gemini and the oldest employee of the Group Sona Jha were conducted on February 21, 2017. Both Rehan Kidwai and Sona Jha are the persons who are witness to all the technological changes in the Newsroom of Aaj Tak right from the launch of Newstrack to Aaj Tak, Delhi Aaj Tak, Tez and the Headlines Today (now India Today Television). IT head Amit Gemini is the person who has been tasked to keep a close watch on the technological improvements all over the world and keep the channel technologically updated all the times. To understand the changes in the digital newsroom of India Today Group, the researcher interviewed Sanjay Nagpal at Mediaplex on March 28, 2017. Additionally, the researcher interviewed some former employees of the channel and also some who have retired now. Articles about the channel and also interviews of some persons associated with the channel published in some newspapers, web portals and also some research papers were procured, studied and used as source.

3.8: Focus Group Discussions

Two focus group discussions were organised involving the journalists working in the newsrooms in different capacities. Mainly six types of journalists working in the newsroom in different capacity and having experience of above 10 years and 25 years were involved. These people were from news agency UNI, PTI-Bhasha, Rashtriya Sahara Hindi daily, Live India television news channel, BBC, Freelancer, Panchjanya, India Today, Aaj Tak, Network 18, etc. Some of the participants have joined the advanced newsrooms, while some have seen both the previous and new newsrooms.

3.8.1: Focus Group Discussion 1: The first Focus Group Discussion was conducted on March 10, 2017 at Haryana Bhavan, Copernicus Marg in New Delhi at 8.30 pm involving Senior Correspondent of ‘Univarta’ news agency Kalura Abhinav, BBC contributor Puja Mehrotra, Live India channel deputy head Umesh Chaturvedi,
‘Rashtriya Sahara’ Special Correspondent Ajay Tewari and freelancer Sanjay Saxena.

Following table shows details of the persons who joined the Focus Group Discussion:

Table 3.3: Brief Profile of the Participants of 1st Focus Group Discussion, New Delhi

<table>
<thead>
<tr>
<th>Participant</th>
<th>Post holding in the Newsroom</th>
<th>Experience in Journalism</th>
<th>Age (Years)</th>
<th>Sex</th>
</tr>
</thead>
<tbody>
<tr>
<td>P1 (Moderator)</td>
<td>Pramod Kumar, Enrolled for Ph.D. in Dept of Journalism &amp; Mass. Com, VMOU</td>
<td>25 Years</td>
<td>47</td>
<td>Male</td>
</tr>
<tr>
<td>P2</td>
<td>Umesh Chaturvedi, Deputy Executive Editor, Live India TV News channel</td>
<td>20 Years</td>
<td>48</td>
<td>Male</td>
</tr>
<tr>
<td>P3</td>
<td>Abhinav Kalura, Special Correspondent, UNI news agency</td>
<td>27 Years</td>
<td>52</td>
<td>Male</td>
</tr>
<tr>
<td>P4</td>
<td>Ajay Tiwari, Special Correspondent, Rashtriya Sahara</td>
<td>25 Years</td>
<td>52</td>
<td>Male</td>
</tr>
<tr>
<td>P5</td>
<td>Puja Mehrotra, Special Contributor, BBC Hindi Service</td>
<td>12 Years</td>
<td>34</td>
<td>Female</td>
</tr>
<tr>
<td>P6</td>
<td>Sanjay Saxena, Freelancer</td>
<td>30 Years</td>
<td>56</td>
<td>Male</td>
</tr>
</tbody>
</table>

Ist Focus Group Discussion was held at Haryana Bhavan, Copernicus Marg, New Delhi on March 10, 2017

3.8.2: Focus Group Discussion 2: The second Focus Group Discussion was conducted on April 2, 2017 at Haryana Bhavan, Copernicus Marg, New Delhi from 10.00 am to 2.00 pm. Those who joined the discussion included eminent journalist and former Executive Editor of India Today (Hindi) Jagdish Upasane, Network 18 digital head Nidheesh Tyagi who has led the NRs of BBC in India and Dainik Bhaskar also, Firstpost.com Chief of National Bureau Deobrat Ghose who has long experience of working with the Hindustan Times, Panchjanya Editor Hitesh Shankar who has previously worked with Dainik Hindustan and India Today, PTI Bhasha news coordinator Manohar Singh who has worked for about two decades with the UNI, Director General of Indian Institute of Mass Communication KG Suresh who had long inning with the PTI, Head, Department of Journalism and Mass Communication at Jammu Central University Prof Govind Singh who has worked with Amar Ujala and Navbharat Times, Delhi Aaj Tak stringer Rajender Swami has instrumental in introducing many cutting edge technologies in the NR, and senior journalist who has experience of working with Amar Ujala, Rashtriya Sahara, Dainik Jagran and headed the ‘Hindusthan Samachar’ multilingual news agency, ‘Haribhoomi’ and many other newspapers and magazines Dr Ravindra Agrawal. The
Focus Group Discussion lasted for three hours. Following table shows the details of the persons who joined the second Focus Group Discussion:

### Table: 3.4 Brief Profile of the Participants of 2nd Focus Group Discussion, New Delhi

<table>
<thead>
<tr>
<th>Participants</th>
<th>Post holding in the Newsroom</th>
<th>Experience in Journalism</th>
<th>Age (Years)</th>
<th>Sex</th>
</tr>
</thead>
<tbody>
<tr>
<td>P1 (Moderator)</td>
<td>Pramod Kumar, Enrolled for Ph.D. in Dept of Journalism &amp; Mass. Com, VMOU</td>
<td>25 Years</td>
<td>47</td>
<td>Male</td>
</tr>
<tr>
<td>P2</td>
<td>Jagdish Upasane, Former Executive Editor, <em>India Today</em>, Hindi</td>
<td>45 Years</td>
<td>63</td>
<td>Male</td>
</tr>
<tr>
<td>P3</td>
<td>KG Suresh, Director General, IIMC, New Delhi</td>
<td>28 Years</td>
<td>52</td>
<td>Male</td>
</tr>
<tr>
<td>P4</td>
<td>Hitesh Shankar, Editor, <em>Panchjanya</em></td>
<td>15 Years</td>
<td>37</td>
<td>Male</td>
</tr>
<tr>
<td>P5</td>
<td>Nidheesh Tyagi, Digital Head, Network 18</td>
<td>30 Years</td>
<td>55</td>
<td>Male</td>
</tr>
<tr>
<td>P6</td>
<td>Manohar Singh, News Coordinator, PTI Bhasha</td>
<td>30 Years</td>
<td>55</td>
<td>Male</td>
</tr>
<tr>
<td>P7</td>
<td>Prof Govind Singh, HoD, Dept. of Journalism &amp; Mass Com, Central University, Jammu</td>
<td>35 Years</td>
<td>55</td>
<td>Male</td>
</tr>
<tr>
<td>P8</td>
<td>Rajender Swami, Stinger, Aaj Tak</td>
<td>25 Years</td>
<td>48</td>
<td>Male</td>
</tr>
<tr>
<td>P9</td>
<td>Debobrat Ghose, Chief of National Reporting Bureau, Firstpost.com</td>
<td>28 Years</td>
<td>49</td>
<td>Male</td>
</tr>
<tr>
<td>P10</td>
<td>Dr Ravindra Agrawal, Former editor of <em>Haribhoomi, Hindusthan Samachar</em></td>
<td>45 Years</td>
<td>67</td>
<td>Male</td>
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</tbody>
</table>

### 3.9: Sampling for Objective 3 and 4

#### 3.9.1: Sampling for Objective 3:
The third objective of the study is to find out the changes in reading behaviour of newspaper readers/television news viewers and also to analyse the impact of electronic media on print and vice versa. A total of 151 samples were taken. The respondents included 85 males and 66 females. 94 of them were between the age group of below 30, 22 of the respondents were between the age of 31 to 40 and 35 were above the age of 41. Profession wise, 63 were students, 17 self-employed, 55 in jobs, 11 housewives and 5 social workers. 10 were Hindi speaking, 4 were English speaking, 106 both Hindi and English speaking and 31 were Hindi, English and other language speaking. As far as their education background is concerned, 52 were under graduates, 42 graduates and 57 post graduates and above.
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For this, Snow Ball Sampling was used. Five categories of newspaper readers, TV news channel viewers and their web portal users were identified covering readers population, which included people doing any job, people self-employed, housewives, students, social workers and others. Twenty-five members of each category were approached and data was collected. Few of them were unable to understand English. In such a case, the researcher personally explained the items in regional languages and recorded their response. Another criteria, which was taken care of by the researcher was that only those respondents were approached who had minimum qualification of 12th level.

3.9.2: Sampling for Objective 4: The 4th Objective of the present study is to assess the opinion of various stakeholders about the changes brought by ICT in the Newsrooms. For this Purposive Stratified sampling was used. Sample size is 169.

To fulfill the need of the fourth objective a relatively complex sampling process was used to elicit responses. Three types of media professionals were selected based on various criteria described below:

**Category One:** People having minimum three years experience of working in the newsroom and also minimum of 25 years of age, were selected.

**Category Two:** People having at least 10 years or more experience of working in the newsroom and age limit 49 years, were taken.

**Category Third:** People having at least 25 years experience of working in the newsroom and also age above 50 years, were taken.

Out of the 169 total samples collected for Objective 4, 137 were males and 32 were females. 46 were below the age of 31, 56 were between the age of 31 and 40 and 67 respondents were in the age group of 41 and above. Post wise, 39 were holding the posts of Group Editor, Editor-in-Chief, Editor, Sr Editor, Ex. Editor, Managing Editor, Executive Editor, Resident Editor, Associate Editor, Joint Editor, Deputy Editor, Chief News Coordinator, Chief News Editor, Columnist, etc. 37 were holding the posts of Chief of News Bureau, Assistant Editor, News Editor, News Coordinator, Special Correspondent, Joint News Editor, Producer, News Anchor, Radio Jockey, Radio News Reader, etc. 63 were holding the posts of Chief Reporter, Chief Sub-Editor or Chief Copy Editor, Deputy or Assistant News Editor, Photo Editor, Sports Editor, Science Editor, Feature Editor, Magazine Editor, Chief Photographer; Senior Photographer, Senior Cameraman, Chief Librarian; Graphic Designer, Principal
Correspondent, Sr. Sub Editor, Senior Reporter, Sr Correspondent, Video Editor, etc. 30 respondents were holding the posts of Sub-Editor, Reporter, Correspondent, Stinger, Political Reporter, Trainee Reporter, Trainee Sub Editor, Intern, News Photographer, TV Cameramen, Artist, Proof Reader, Freelancer writer, etc. 86 of them were from print, 35 from TV news channels, 39 from web and 9 from radio. 145 of them were Hindi speaking while 24 were English speaking. 67 were having the experience of less than 10 years in the field of journalism, 63 were having the experience between 11 and 20 years, while 39 had the experience of 21 years and above. Educational qualification wise, 6 were undergraduates, 39 were graduates and 124 were post-graduates.

3.10: Tools and Procedures used for Data Collection for Objective 3 and 4

Objective 3rd and 4th of the present research were quantitative in nature. A mixed response set was developed. The item set for third objective contained 17 questions. The response set was sent to at least 30 renowned experts of the field. Their opinion was considered and finally the rating scale first came out with 17 items. The examples of the items are:

- Most people do not trust the information posted in Social Media
- Most people do not cross check the information received on social media platforms before forwarding that to their friends
- Reading a newspaper in print form is more convenient than reading the news in digital form on computer or mobile phone.
- The popularity of digital media has no impact on the print form of newspapers/magazines.
- TV channels have posed a major challenge before the newspapers/magazines.
- Newspapers/magazines have posed a major challenge before the TV channels.

To increase objectivity of the response, the rating scale used a continuum of five-point scale say Strongly Agree, Agree, Can’t Say, Disagree and Strongly Disagree. The data analysis based on this rating scale has been discussed in the Chapter ‘Data Analysis’.

Reliability of tool for objective 3 was found .720, which indicates relatively high reliability.
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Readers’ Response Tool Reliability

Reliability Statistics

<table>
<thead>
<tr>
<th>Cronbach's Alpha Based on Standardized Items</th>
<th>No. of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>.720</td>
<td>.720</td>
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<tr>
<td></td>
<td>17</td>
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Table No. 3.5

Case Processing Summary

<table>
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<tr>
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<th>%</th>
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</thead>
<tbody>
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</tr>
<tr>
<td>Excluded(^a)</td>
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<td>.0</td>
</tr>
<tr>
<td>Total</td>
<td>151</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table No. 3.6

\(^a\) Listwise deletion based on all variables in the procedure.

The Quantitative Data were gathered through questionnaires. The opinion of newspaper readers/TV news channel audiences, web users and the journalists working in NR was gathered through two Opinionnaires. Those who were technology-friendly were sent online Opinionnaires prepared through Google doc, while those who were not technology-friendly and did not know English were given the hard copy. Those who did not understand English were explained the questions in their regional languages and then their responses were recorded. The Opinionnaire for readers had 17 questions. The opinion was gathered through two-paged printed form in hard copy and also through online form generated on Google doc. The link of the Opinionnaire was sent to 250 persons dividing them into different categories—working (job), self-employed, students, housewives, social workers, others — through emails and WhatsApp. Out of the 250 people approached, 151 responded online. The respondents include doctors, professors, chartered accountants, housewives, students including studying in Indian Institute of Mass Communication, New Delhi, Research Scholars at Department of Sanskrit in Delhi University, Shaheed Sukhdev College of
Business Institute, University of Delhi, vegetable vendors, shopkeepers, teachers, tutors, chemists, etc. The survey was conducted between April 1 and 15, 2017.

The second opinionnaire (for Objective 4), used for gathering the opinion of exclusively the people working in the newsrooms of various newspapers, magazines, TV news channels and web portals, had 35 questions. The opinion of these people was sought through an online survey form between April 1 and 15, 2017. Requests for participation were sent to 200 people identified in advance through e-mail, with a link to an online web address. And 169 of them responded online only. They included chief editors, executive editors, associate editors, assistant editors, bureau chiefs, special correspondents, correspondents, reporters, trainee reporters, lay out designers, compositors, photographers, cameramen, IT personnel, etc.

Reliability of Tool for objective 4 was found .780, which indicates relatively high reliability.

**News Room Tool Reliability**

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>Cronbach's Alpha Based on Standardized Items</th>
<th>No. of Items</th>
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<td>.780</td>
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*Table No. 3.7*

<table>
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<td>169</td>
<td>100.0</td>
</tr>
<tr>
<td>Excluded*</td>
<td>0</td>
<td>.0</td>
</tr>
<tr>
<td>Total</td>
<td>169</td>
<td>100.0</td>
</tr>
</tbody>
</table>

*Table No. 3.8*

* a. Listwise deletion based on all variables in the procedure.*
Objective 4 of the present research was quantitative in nature. A mixed response set was developed. The item set for fourth objective contained 35 questions. The response set was sent to at least 30 renowned experts of the field. Their opinion was considered and finally the rating scale first came out with 35 items. The examples of the items are:

1. The use of digital technology has made the work easier and faster in the Newsroom
2. Digital media has not much affected the print media.
3. In near future, the Newsroom will be totally Virtual, where people will not be required to go to offices and will be free to work from anywhere.
4. After 5 years from now, the newsroom may be totally Digital.
5. Web’s emphasis on speed and immediacy poses a danger to accuracy, quality and journalistic values of newspaper/channel.
6. Web technology offers the potential for making the newsroom more dynamic.
7. After the arrival of digital media the Desk work has increased.
8. After the arrival of digital media the Reporting work has decreased.
9. TV news channels have adversely affected the print media.

To increase the objectivity of the response the rating scale used a continuum of five-point scale i.e. Strongly Agree, Agree, Can’t Say, Disagree and Strongly Disagree. The data analysis based on this rating scale has been discussed in the chapter Data Analysis.

3.11: Data Collection

The present study is based on mainly two primary sources of information. The first source was extended face-to-face interviews with editors and other key persons in the newsroom at the selected newspapers, TV news channels—The Times of India and The Indian Express as English daily newspapers, Dainik Bhaskar and Rajasthan Patrika (Kota Edition) as Hindi newspapers, Times Now and Aaj Tak as two TV news channels. The web portals of all these selected news channels and newspapers were also studied. Also, the interviews of some retired journalists including Dr Nand Kishore Trikha who was editor of Navbharat Times in Lucknow, veteran journalist Rajendra Prabhu, Achyutanand Mishra, Ras Bihari, Organiser editor Prafulla Ketkar, Panchjanya editor Hitesh Shankar, former executive editor of India Today(Hindi) Jagdish Upasane, senior journalist Dr Ravindra Agrawal, senior journalist Umesh Chaturvedi, Prasar Bharati Board member Gyanendra Bartaria, consulting editor of Doordarshan Vijay Kranti, senior journalist KG Suresh, Manoj Verma from Lok Sabha TV, Anurag Punetha from Lok Sabha TV, Arvind Kumar Singh from Rajya Sabha TV, Manohar
Singh from *PTI Bhasha*, Manoj Mishra from *Jansatta*, Punya Prasun Bajpai from *Aaj Tak*, Ravi Tripathi from *Zee News*, Atul Gangwar from *bolbindass.com*, etc. These interviews were conducted between March 2015 to April 15, 2017. Everyone interviewed for the study provided information in details. Some of these interviews lasted for over two hours.

The study was conducted in two phases. In the first phase, the qualitative data was collected through interviews of key persons who played or are playing lead role in designing or implementing the technological changes in selected media houses mainly between December 2016 and April 2017. Prior to that special interviews were conducted with some veteran journalists including Dr Nand Kishore Trikha, Achyutanand Mishra, Jagdish Upasane, Ram Bahadur Rai, etc. The interviews of some young journalists who have been part of the implementation process of various technological changes in the newsroom. They included *Panchjanya* editor Hitesh Shankar who worked with *Dainik Hindustan* and *India Today*, *Organiser* editor Prafulla Ketkar, Television journalist Umesh Chaturvedi, Consulting editor of *Doordarshan* Vijay Kranti, *Lok Sabha TV* anchor Manoj Verma, Manohar Singh from *Press Trust of India* news agency, etc. Apart from it, meetings were held with three social media experts including Shantanu Gupta who handles the social media network of Baba Ramdev and also two experts who handled the social media campaigns of BJP during the general elections of 2014.

Based on the qualitative information gathered under first phase, the quantitative data were gathered under second phase in the form of the opinion of 320 stakeholders (151 general newspaper readers, web users and TV channel viewers; and 169 journalists working in the newsroom). The quantitative data were gathered through two separate questionnaires between April 1 to April 20, 2017. The opinion was gathered through online survey forms generated through Google Doc. The opinion of newspaper readers/TV channel audiences and website or online portal users was gathered through online and offline opinionnaire. Those who were technology-friendly were sent online Google doc form link. While those who were not technology friendly and did not know English were given the hard copy of the questionnaire and they were explained the questions then their responses were recorded.

The process of gathering qualitative and quantitative data collection under the mixed method of Sequential Exploratory design can be explained through the following table:
Chapter-3: Methodology

Table 3.9: Graphical Presentation of the Research Process

![Graphical Presentation of the Research Process](image)

3.12: Summary

As discussed above, to fulfill the requirement of the four objectives of the present research ‘Study of Paradigm Shift in News Operation Management in the context of Technological Interventions in India’ the need of Mixed Method, Exploratory Design was felt considering the nature of the study as well as the nature of data. After considering several Mixed Methods research designs, Sequential Exploratory Design was found appropriate for the present study as discussed by Creswell, Clark, Gutman & Hanson (2003) and the same was used for this purpose. Since this design gives priority to qualitative aspects of research, most of the sampling method used were purposive in nature. Several data collection method such as Interview and Survey were used with the help of relevant tools and the researcher made an
honest effort to gather diverse information and draw a unified conclusion from it. Apart from two group discussions involving experts, the opinions of 151 newspaper readers, TV news viewers and web users and 169 journalists working in the NRs were gathered through two separate questionnaires. Thus, the present study being exploratory in nature culminates in drawing of diverse information in an unified interpretation. The data collected using above procedure was analysed in different ways. Qualitative data were analysed using qualitative analysis tools and techniques and the quantitative data were analysed using quantitative data analysis tools mainly with the help of SPSS, the details of which have been discussed in the next chapter on data analysis and interpretation.

In the next chapter, case studies of six selected NRs i.e. The Times of India, The Indian Express, Dainik Bhaskar, Rajasthan Patrika, Times Now, Aaj Tak and their web portals have been discussed. As case study-1, the technological changes in Times of India NR have been discussed.