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Editorial

We have titled this special issue of *Perspectives on Culture* “Contemporary Media Management: A Multidimensional Approach to Social, Political, and Technological Contexts.” It stems from a strong conviction that there is a need to continue scholarly reflection on the nature and dynamics of management processes within the media sector.

In this publication, media are perceived both as market actors and as cultural and social institutions. This multilayered approach makes the volume inherently interdisciplinary. The contributing authors employ a variety of approaches, analytical perspectives, and methodological tools developed across different research disciplines, united by a common denominator: media management.

For clarity, it is important to explain the rationale for adopting this perspective. Since the 1980s, researchers in the field have increasingly identified with specific areas of inquiry within which various aspects of media functioning are analyzed, including communication and media studies, management, economics, and cultural studies. As a result, media management has emerged as an interdisciplinary field of research that combines achievements from various domains and scientific disciplines. For this reason, the editors felt the need to create a space that, on the one hand, demonstrates the diversity of possible research approaches and, on the other, reflects the dynamic dialogue and resonance between theoretical reflection and the everyday practice of media organizations. Identifying and understanding the nature of this relationship has become one of the key challenges facing researchers today. While theories of management and communication provide conceptual frameworks and methodological tools for analyzing media processes, the rapid transformations affecting every aspect of media operations mean that practice often outpaces theory. New technological solutions and market developments emerge faster than researchers can identify, describe, and interpret them.

This issue of *Perspectives on Culture* thus serves as a platform for discussion and the exchange of ideas on the role of research and theoretical concepts in addressing practical challenges and the dynamic realities of the media market. The collected articles demonstrate that understanding media organizations and their operations requires a multidimensional perspective that takes into account diverse research approaches and areas of inquiry.

The contributions gathered in this issue explore media management through metascientific contexts, media management processes, business models and technological innovations, the political dimensions of media management, and the management of social media.

The first section comprise four articles. In the opening one, *Media Management in Communication Studies: Status and Challenges*, the author analyses the position of media management within the discipline of communication and media studies in the context of higher education. She argues that the development of media management in Poland is constrained mainly by the lack of a coherent conceptual framework, limited knowledge mobility, shortages of academic staff, and a disconnect between research and teaching. The second text, *Ethics of Management in the Media—Necessity, Assumptions, and Consequences*, addresses the issue of ethics in media management, presenting it as a key element of both theoretical reflection and editorial practice. The authors identify certain directions in the evolution of media ethics and assess its importance for the ever-changing quality of social communication. The article *Scholarly Output on Media Management in Poland: An Evaluation* evaluates Polish research on media management by mapping its themes, research methods, and keywords through secondary data analysis and qualitative content analysis. The final article in this section, *Media Management Education through the Eyes of University Students*, seeks to determine how students understand media management, evaluate current educational provision, and identify the competencies and teaching methods they consider essential for professional preparation in the contemporary media environment. The authors highlight students' preference for experiential learning, close cooperation with industry practitioners, and regular engagement with real-world media organizations.

The second section, titled *Media Management Processes, Business Models and Technological Innovations*, comprises seven articles. The opening article, *Determinants of the Media Product Management Process from the Perspective of Technological Innovation*, identifies and conceptually synthesizes the key technological conditions that shape the processes of creating and managing media products within media companies. Based on a critical interpretation of dominant theoretical frameworks and empirical findings, it systematizes the technological dimensions of media product management and outlines directions for further research on their impact on editorial strategies, system architecture, and monetization models. The second article, *News Media (R)*

evolution in Poland 2016–2025: New Mainstream of (BIG AI) Ecosystems, addresses the impact of artificial intelligence on the media market. The author argues that the highly competitive Polish media environment is evolving from traditional broadcasting and social media toward an AI-driven ecosystem dominated by Big AI. This transformation is accompanied by the declining importance of social media, its increasing fragmentation, and growing integration within the largest AI ecosystems. The resulting loss of strategic autonomy poses existential challenges for news publishers.

In *News Platformization in a Distorted Media Market: The Case of Hungary*, the authors examine how independent Hungarian online media cope with the dual pressures of platformization and a politically and economically distorted media market. Using the Hungarian case, they demonstrate that platformization is strongly shaped by national political and market conditions, leading not only to alternative distribution ecosystems but also to diversified and adaptive business models designed to preserve both profitability and editorial independence. The fourth article, *Monetization Models and the Structural Role of Advertising Networks in the Podcast Ecosystem: A Systemic Evaluation with Reference to the Polish Media System*, traces the evolution of the podcast market, discusses its principal monetization models, and indicates possible future development paths. The fifth contribution, *The Development of Media Management in Central Asia*, presents a comparative study of media management development in five Central Asian countries. It shows that similarities and differences across the region are shaped less by formal market liberalization than by the interactions between the state, market mechanisms, and institutional legacies. The sixth article, *The Newest Slovak Television and Radio: A Management Without Brand Recognition*, analyzes the brand management strategy of the Slovak public broadcaster STVR. It demonstrates that introducing a new name while retaining previous visual identity has a detrimental effect on the broadcaster's reputation. *Ethics and Media Management in Romanian Journalism*, examines changes in ethical orientations and professional values of Romanian journalists by comparing data from the second and third waves of the *Worlds of Journalism* study, with particular attention to newsroom hierarchies. The final article here, *Managing Media in Prison: the Case of Prison Radio*, focuses on governance and editorial control of prison radio across diverse regulatory environments, with a special focus on a closed-circuit prison radio station located in one of Poland's largest prisons.

The third section comprises two studies. The first, *The Challenge of the Small Market in a Political Society: Media Management in North Macedonia*, analyses North Macedonia's media system from the perspectives of media system theory, media economics, and media management. The author argues that the country is characterized by a hybrid media market in which traditional media remain influential but financially vulnerable, while online

media are gaining influence in a weakly regulated environment. The second article, *Media Ownership Transparency in Romania: Modes of Control in a Hybrid Media Environment*, analyses media ownership structures, transparency risks, and regulatory challenges in Romania within the Euromedia Ownership Monitor (EurOMo 2025) project. The study is situated in the context of the European Democracy Action Plan, the European Media Freedom Act, and European Union's anti-money laundering directives.

The fourth section offers two texts. The first, *Municipal Social Media Governance: Organizational Anchoring, Competency Profiles, and Artificial Intelligence Capability*, discusses social media management in municipalities, focusing on organizational embedding, operational capacity, formalization, measurement maturity, crisis response practices, and readiness to adopt AI-based tools. The second article, *Social Media in Scholarly Communication According to Early Career Researchers in the Humanities, Theology, and the Arts*, explores the use of social media in selected aspects of scholarly communication, such as the sharing of ideas, professional networking, and enhancing academic visibility and reputation.

The volume concludes with a "Varia" section featuring the article *Media Governance, Sustainable Development, and Public Policy in the Media Sector: The Environmental Impact of Radio and Television*. The article discusses the 2024 French report *General Policy Framework for the Ecodesign of Digital Services*, focusing on the environmental impact of audiovisual services.

We regard this publication as another contribution to the ongoing discussion on the emergence of media management as a subdiscipline within communication and media studies. The articles collected in this volume demonstrate that the functioning of media can be examined from a variety of disciplinary perspectives. Rather than competing with one another, these approaches are complementary, together providing a framework for describing and explaining phenomena occurring both within media organizations and across the broader media market.

We warmly invite scholars to continue this debate. We hope that this issue will serve as a valuable reference point for future research, contributing to an increasingly refined research map of media management as a subdiscipline situated at the intersection of theory and practice, and therefore particularly well suited to understanding and shaping the future of media.

We hope you find this issue both engaging and thought-provoking, and we invite you to join the discussion.