

Challenges of News Policy in the Islamic Republic of Iran Broadcasting (IRIB): A Qualitative Study

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Abstract Policy-making plays an important role in the sphere of public media and shapes the sphere of communications in any society. Study of the process of media policy and the way a proper policy could be made so to accomplish the goals, expectations and wishes is a necessary issue in the area of media studies. Islamic Republic of Iran Broadcasting (IRIB), as a state media, is the largest source of information in Iran. The present paper aimed to analyze the backgrounds of news policy for presidential election in this state media using theme analysis and questionnaire method. Experts and specialists in the field of news and news policy and also the directors of IRIB were interviewed for collecting the required information. Analysis of collected data and information has been presented as prioritization of input news policies in this media, categories of news policymakers, and prioritization of long-term, mid-term, and short-term news policies in this media.

Key words News, policy, news policy, presidential election, Iranian broadcast

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1. Introduction

The media and especially news ones are important social and cultural factors in societies and can play a significant role in the social and cultural processes. Hence, intervention in news policymaking is considered essential by governments for several reasons. Firstly, the news media can play a significant role in political processes. Secondly, news policymaking can influence social and cultural issues. Inseparability of real and virtual spaces from each other is the third reason why news policymaking is important to governments (Leah and Livingstone, 2002).

Policy-making plays an important role in the sphere of public media and shapes the sphere of communications in any society (Herman, 2011). The content and structure of the media and particularly their understanding about the role they should play is under influence of the dominant policy with regards to compiling the rules and regulations pertaining to the country's media; therefore, the complicated and ever-changing governmental rules and regulations have significant consequences for the future of the media (Iosifidis, 2007). Basically, policy-making orients the activities and objectives of the media in country. Media management is in practice not possible without considering the major policy that governs the media sector. This policy determines the objectives and path for the media manager and thus understanding the policy is one of the most fundamental issues which need to be considered in media management (Leah, 2008). Based on what has been said, study of the process of media policy and the way a proper policy could be made so to accomplish the goals, expectations and wishes is a necessary issue in the area of media studies.

IRIB, as a reference news media in Iran and also a state media, in order to shape public opinions during the presidential election, applies policies to the news to attract more audience and maximally influence them and finally achieve its objectives. Despite these policies, this media has not been in a good position in recent years in terms of influencing public opinions and has not managed to push public opinion towards the objectives of Iran regime.

According to the author’s observations of news policy procedure in the Islamic Republic of Iran Broadcasting (IRIB) for directing the public opinion at the time of the presidential election, it can be stated that despite all these efforts, the tendency of the public opinions to rival media that are working abroad has increased.

The present paper aimed to analyze the news policymaking process in IRIB. For this purpose, intellectual and cognitive coordinates governing this media will be discussed by the authors.

2. Literature review

The research theoretical basics review the research literature about the necessity of media policy-making, the challenges ahead and the policy-making models in media (Table 1).

Table 1. Literature review in this research

Title	Method	Result
1.The politics of media policy (Des Freedman, 2008)	Grounded theory	Media policy is not based on obvious factors rather than on political and Ideological factors. The government's role in the media policy process is hidden but effective.
2.Media Policy Paradigm Shifts (Jan van Cuilenburg and Denis McQuail, 2003)	Comparative study	Study the three stages of media policy in Europe and America and provide the main elements of the media policy objectives and values in those countries.
3.The Politics of Television Policy: the introduction of digital television in Great Britain (Paul Smith, 2007)	Review study	A historical review of media policy in the Britain and shows that How these policies by the government made and how now this control is lost.
4.Policy process, policy learning, and the role of the provincial media in China (Yik Chan Chin, 2011)	Survey research	Local governments in China have an effective role in implementing national media policy
5.from Government to Governance; The case of UK television policy (Smith, 2009)	Case study	Although the claim is, role of Britain governments in media policy is the un appearance But in fact the role of governments in this regard is undeniable.
6.Media Policy Silences: The Hidden Face of Communications Decision Making (Des Freedman, 2010)	Delphi method	Latency factors, including lobbying, political and economic power of the media have an effective role in media policy process.
7. The Politics of Television Policy: the introduction of digital television in Great Britain (Smith, 2007)	Delphi method	Media policy has less scope in the digital age. The digital age has caused long-term policy in the administration of large media to be lost.
8. Necessary Knowledge for Communications Policy (Napoli and Michelle Seaton, 2006)	Review study	Media policy process more reliant on information obtained from the research. Increasing confidence to policy makers for research results has occurred.

An extended search on the studies conducted in the areas of media policy was indicative of the fact that only a few studies have ever been conducted. These studies have considered media policy within the framework of a certain government’s policies with regard to their own media and have merely dealt with the rules and regulations that a government has imposed on the media. None of them has regarded policy-making as a scientific framework or has provided a scientific pattern or model for these policies. In spite of broad review of literature, no study has been found on the principles and foundations of policies made in the media and thus, conceptualization for media policy has not been in a way that it could be an area of science on which studies can be conducted. According to this situation, we study literature to use it for attaching different part of media policy model.

A review on researches published on media policy, reveals that the major subject is the dominant role of government in policymaking. Ward (2008) describes media and television policy under intensive

influence of government and the atmosphere of the political regime in the country. He believes that the media firms not to act on vacuum, but they operate in the political and historical context which forms the nature of their activities and shapes the structure of television and media. So, the political regime has a considerable effect on media industry and its operation. Graham (2006) argued that social responsibility of governments drives them to regulating and controlling the television and media industry and aims to select a method to dominate the public regulation on the media market as a mechanism for pervasive distribution of media products with diversity of and quality necessary for society. Smith (2009) investigates the media policy of British government against television. He believes that in past two-decade media policy of British government against television has changed, and development of digital broadcasting caused to the emergence of a more complicated system of policy in the country, which involved new participators like stakeholders, media owners, political institutions and etc. Smith implies that new media policy of British government has changed from media government to media governance. Throw (2009) investigates governments' approaches toward media control, and introduces Authoritarian, Communist, Social Responsibility and Libertarian as approaches governments take, facing with media. Vivian (2008) in a same perspective categorizes most common approaches of governments toward media in four liberalistic, totalitarian, Capital democratic, and social democratic. In fact he introduces political tendency of parties as their approach to media policy. Review the literature as a kind of modeling media policy, there are some studies, which describes Media Policy process.

Arbatani (2011) has investigated different perspectives on media management and policy and suggested a seven-step process for media management, which consists of media policy-making, planning, Content creation, broadcasting, feedback taking, and measurement of influence.

Freedman (2008) presents two policy-making models each one of which are adopted from two Pluralism and neo-liberalism schools, and he also shows that how fundamental values of the two schools have affected the media policy-making structure. His approach is critical, and he criticizes both Pluralism and neo-liberalism schools on the media policy. Smith (2007) introduced a new political approach in this context that has changed the policy-making models in England, including the increased number of people involved in media policy-making and also opening up new fields in policy-making. He has a historical review of media policy-making in England and shows how this policy-making was made by the government and under its direct supervision previously while today, there is not such control (Humphreys, 2009).

Smith writes, due to changes in technology, in particular, direct Radio and Television broadcast satellites, Europe TV policy-making which before was made by the government, Now it appears to have fewer government control. In fact, Smith's structured and scientific justification offers a watchful and critical analysis about media policy-making, in the United Kingdom. Smith's approach is less ideological and analyzes the media policy-making, mostly with regard to complexities of decision-making and a wide variety of policy-makers and its unpredictable results. McQuail (2009) defines the media policy as a project in which the government and the field administrators legislate for the media. Sometimes this legislation is national and sometimes international. The media policy points to the governmental policy-making and presence of guarantee tools that have been created for controlling the media markets.

As Abramson (2010), argued, the emergence of the Internet and digital mass media indicates the end of history of media policymaking. This agreement on the reduction of media policymaking relies mostly on policymaking for radio and television broadcasting. However, it can be claimed that even if such a reduction exists, the policymaking will not be terminated, but a new form of media policymaking will be shaped which constitutes a big change in the field.

According to Montgomery (2009), the media in general are increasingly creating a range in which it is impossible to make policy. Especially, there are convergent trends, which make it more difficult to maintain the traditional distinction between the various media sections in terms of policymaking and supervision.

According to Hemerijck (2008), the values are the essential and complementary elements in the new media paradigm. This approach creates a grouping to carry out better analysis which permits us to determine the future challenges in terms of various functions of the Media. The media policymaking in the new paradigm is closely related to the state's behavior, social agencies, policy makers, and media specialists. However, in these days the controlling power of the state on the media policymaking is decreasing and media policy process more reliant on information obtained from the research. Increasing confidence to policy makers for research results has occurred (Napoli and Seaton, 2006). A historical review

of media policy in the Britain shows that how these policies by the government made and how now this control is lost (Smith, 2007).

So, the framework of this field is two mainstreams for explaining the media policy. First, the traditional approach to media policy regards the media outlets as institutions on which policies can be applied. In this respect, it rather highlights the role of governments in how they attempt to make policies for protecting the public interests. The second approach regards the media as a realm not subject to policy in terms of technological advances in communication and emergence of new media devices. Under this theoretical framework, the models and theories in the field of media policy can be separated into two mainstreams.

3. Methodology of research

3.1. Research design

A qualitative study with thematic analysis was employed in this study. Thematic analysis is a method for identifying, analyzing and reporting patterns (themes) within data (Braun and Clarke, 2006). It has also been introduced as a qualitative descriptive method that provides core skills to researchers for conducting many other forms of qualitative analysis (Vaismoradi *et al.*, 2013). In thematic analysis, the content is critical and the main purpose is to account for “what” is said, rather than “how” it is said, or “to whom” or “for what purposes” (Kim, 2014). According to this new research- news policy on IRIB (Islamic Republic of Iran broadcasting) for presidential elections- researchers used this method.

3.2. Procedure

We used purposive sampling to recruit media managers and specialists. A total of nineteen interviews were conducted with media managers and media professionals (n=19). Face-to-face semi-structured interviews were undertaken. Data collection and analysis were conducted simultaneously. Data collection continued until no new issues emerged. Interviews lasted between 60 and 120 minutes and were audio recorded and also transcribed verbatim. Many themes were coded using the constant comparative method. Constant comparison was used as a way of maintaining a connection between the codes and a constant re-examining of the text to ensure consistency of the application of that particular code and to ensure that codes and categories developed to fit the data (Abdu *et al.*, 2015). Participants signed a consent form prior to a face-to-face interview which was audio recorded. In below table, some of key points obtained from interviews are titled for example (Table 2).

Table 2. Primary codification (an example)

Primary codification(first interview)
1. The law is face with serious challenges, the law should be revised.
2. Leadership determines macro policies of IRIB
3. The main input in the policy-making process of IRIB come from the leader
4. Mechanism of communication between the organization and leadership in the policy is not clear.
5. By law, the council has been monitoring the organization.
6. Council representative don't has executive powers.
7. Mechanism should be designed to reach the elites demands.
8. Media should produce what audience need.
9. Audience tastes will change over time.
10. Audience access to information systems is now widespread.
11. Demands of audience should be as input data of policy-making process.
12. Intellectual leaders in shaping public opinion and persuasion are effective.
13. The observations of the Competitors are not deep.
14. Case has been observed continuously for organizing observations.
15. Knowing mental context of what competitors are producing for the media is necessary.
16. The problem is finding a consistent opinion poll.
17. Plurality of input in policy-making process should be done.
18. For a comprehensive view, your input in media policy must be different.
19. Monitor the enforcement of the law by media should be done by the Cultural Commission.

4. Findings and discussion

4.1. Atmosphere of the presidential election in Iran

The first codes and clues that the experts of media and news mentioned to in interviews were related to atmosphere of the presidential election in Iran and the elements influencing this atmosphere. Interviewees mentioned four main actors to be involved in shaping the atmosphere of elections and especially the presidential election. The first actor who was highly emphasized on in these interviews is sovereignty. From the perspective of experts, sovereignty, in its general sense, with its all components, including the Supreme Leader and the affiliated organizations, the government and the affiliated organizations and agencies, and legislative power and parliament members are involved in shaping the atmosphere of the presidential election and acts as the focal point. Some codes such as “the Supreme Leader is the main determinant of the presidential election atmosphere, and other actors do their activities based on the atmosphere outlined by him” were frequently repeated in the words of the interviewees.

People were the second effective actor in elections mentioned by the experts. People in the elections are divided into three categories; the first group includes those who go to polling centers and vote anyway and under any conditions that governing the election atmosphere and the government does not need to spend advertising costs for encouraging them to participate in election. The second group involves those who do not at all participate in election despite all efforts that would be made by the government and other relevant organizations. These individuals are usually opposed to the Islamic Republic regime, so that political analysts never invest in the votes of them. The third group, which very important to political and media analysts, include the gray class or those who were referred to as “neutral voters”. Most of the advertising investments of various political parties and groups at the time of election are done in this category in order to bring them to the polls and use these off votes of neutral voters as their own benefit. One of the prominent codes mentioned by the interviewees in this regard was “so far, any political part that has managed to exploit the gray category and encourage them to go to the polls has won the election.” The next important element mentioned by the interviewees to be effective in the presidential election was candidates. The presidential candidates are usually categorized depending on whether or not they are consistent with values of the Islamic Republic. Generally, the fact that which candidate or candidates with what personality characteristics come into the election atmosphere and can affect the public opinion may result in a more enthusiastic election atmosphere or turbulence and inflammation in this atmosphere. This can be extracted from codes in words of the experts such “In different periods of the presidential election, there were candidates that could affect and immobilize the public opinion with their personality traits, although they had been censured by the media”.

Another actor that the interviewees believed to be very effective in election atmosphere was the media. Domestic and foreign media that are more observed and watched by people are involved in giving shape to this atmosphere. Domestic media, depending on whether or not they are in line with the values of the Islamic Republic, can serve as powerful actors in the elections. Depending on whether they are in line with the government’s objectives, foreign media can be very effective in external propaganda of the presidential election and showing this process legitimate or illegitimate. One of the most repeated codes containing this theme was “hostile foreign media try to present negative propaganda and question the freedom of election in Iran. They also strive to suggest that the president in Iran has been already selected, and election is totally rigged and formal. Based on the analysis of the codes that thematically outline the presidential election atmosphere in Iran, Figure 1 was plotted, which it shows a schematic view of the presidential election atmosphere in Iran.

4.2. The process of news policymaking in IRIB

At the beginning interviews, the experts described the process of news policymaking in IRIB to be done in 5 main focuses. The first and, also the most important, focus is the Supreme Leader’s intentions in relation to the duties and responsibilities of the national media. The Supreme leader’s words and speeches on the national media and its role during the election have been translated into policy statements and have been placed on the agenda of this organization. Some of the codes mentioned by the interviewees implied this concept such as “The Supreme Leader’s intentions specify all about the national media duties at the time of election. Although his intentions are not fully put into action in IRIB, since this organization is legally

a subsidiary of the Supreme Leader and its head is appointed or dismissed by him, the main input of overall policies of IRIB is determined by the Supreme Leader.”



Figure 1. A schematic view of the presidential election atmosphere in Iran and the relevant actors (author-made)

The overall documents of the country that determine the duties of IRIB in dealing with various issues, and the general policy of this media are the next focus of policymakers in the national media. The interviewees mentioned some articles of the constitution of the Islamic Republic of Iran, Five-year plan acts, Document of Comprehensive Scientific Map, and the Media Perspective Document as the most important documents based on which IRIB develops its general policies. This was extracted from some codes such as “The first law of IRIB is Article 175 of the constitution of the Islamic Republic of Iran according to which no other institute, organization, and agency can set the programs of the national media.”

Another focus in news policymaking of IRIB is the influence of governments. Governments always try to take control of this prominent and widespread propaganda tool at sensitive times such the presidential elections and make use of it to the benefit for the party or intellectual they represent it. This mechanism of influence can be realized in the IRIB Policy Council consisting of two representatives from each of the executive, legislative, and judiciary powers. The interviewees emphasized “Although, the IRIB Policy Council is structurally the mechanism through which the government can influence the IRIB, since this council only deals with general issues and policies and also this council has had no meeting in recent years for several reasons and problems, governments try to be involved in determining and execution of the IRIB policies in different ways.”

The next focus of policymaking in the IRIB from the perspective of interviewees, which is considered an important one, is political parties and their attitudes towards various candidates. At the time of the presidential election, these parties try to direct the atmosphere and programs of the IRIB towards promotion of their desired candidate. Some codes such as “In recent years, this organization has been run by individuals belonging to a specific political current, and other parties and current have always tried to reduce the power of this current and increase their influence on the IRIB” imply this concept. The last focus of policymaking in the IRIB mentioned by the experts is competitive space requirements. Since the national media is the only broadcasting institution in Iran, the audience of this media is faced with the problem of lack of diversity of different channels and, as a result, they watch the rival media more than expected. In

this regard, the interviewees mentioned the codes such as “Competitive space requirements determine a specific agenda for the IRIB. If this agenda is overlooked, the IRIB will lose its audience day by day.”

Almost all the interviewees stated that the media policymaking in the IRIB is general and involves all dimensions from content production issues to the issues related to broadcasting. Therefore, news policymaking, as part of the general policymaking, is derived from the general policies and includes all considerations of general policymaking. The interviewees argued that general media policymaking is a prerequisite for formation of news policymaking. In this regard, they mentioned some codes “Media policymaking should be separated from news policymaking. Although these two types of policymaking are linked to each other and news policymaking is influenced by general media policymaking, they have independent identities”. Based on the analysis of the codes mentioned by the interviewees on focuses of medial policymaking and their impact on news policymaking in the IRIB, Figure 2 was drawn in order to provide a better understanding of this issue.

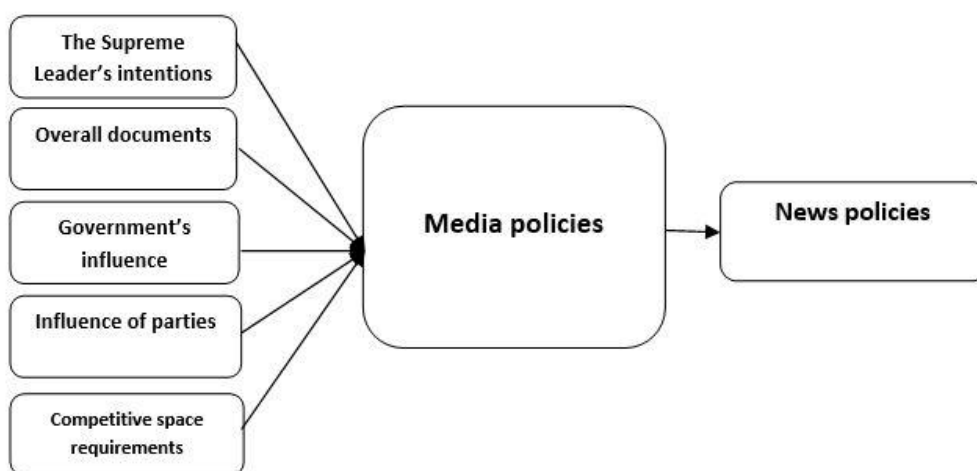


Figure 2. The focuses of policymaking in the national media (author-made)

4.3. Formation of news policymaking during presidential elections

According to the data and information obtained from interviewees, formation of news policymaking in the IRIB at the time of presidential elections can be viewed from another point of view. As an explanation to this figure, it can be stated that the country’s overall policies based on the general documents are the first focus in news policymaking at the time of elections, according to the provision of which the Election Staff is established chaired by the Minister of the Interior or his/her Political Deputy. Members of this staff include the Minister of the Interior or his/her legal representative (Political Deputy), the Head of IRIB or his/her legal representative (News Deputy), the Attorney General, the representative of the Guardian Council (non-voting), and the representative of the IRIB Supervisory Council (consisting of two representatives of each power). This staff develops the election policies and imparts them to the IRIB Election Staff for execution. The IRIB Election Staff consists of deputies of broadcasting, sound, news, provinces, planning and control and the *Jame Jam*, Research and Survey Center of the IRIB, security and protection, and the chairmanship department. The imparted election policies are also used in the news department. This concept is more prominent in codes such as “a general policy such as increasing the participation and passion of people for election is realized in the news department by showing the election campaigns and competitions more prominent and using the resulting excitement for raising the turnover on the day of voting”. Figure 3 depicts this process.

In a simplified view, temporal pattern of news policymaking in the IRIB can be seen in Figure 4. As an explanation for this pattern, it can be stated that news policies of the IRIB are developed at three levels of short-term, mid-term, and long-term. Bilaterality of long-term actions and policies indicates their continuity over time. Also, inclusion of short-term actions in the period of the election campaign suggests the

necessity of news policies' dynamism, which makes it possible to change the structure of policies whenever needed during the electoral campaigns.

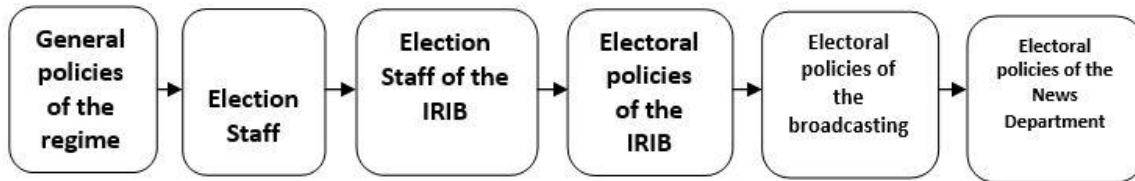


Figure 3. Process of formation of news policies in the IRIB (author-made)

Inclusion of post-election measures reminds the need for starting such measures immediately after the elections. In addition, non-restriction of these measures suggests their continuity over time. Six-month, three-months, and one-month schedules mentioned in this pattern come from the content of interviews and documentary studies. The IRIB has defined three periods for six months for electoral measures and especially the presidential election. Therefore, the news policies are also put into action in a period of six months. The first phase, which starts six months before the election, is the phase of analysis and promotions of debates in relation to the election. The second phase starts three months before the election and deals with explanation and introduction of various political parties and currents. In the last phase, one month before the presidential election, TV shows and programs are mainly allocated to providing information regarding the election and agitating the people to participate in the election. Figure 4 depicts this temporal pattern.

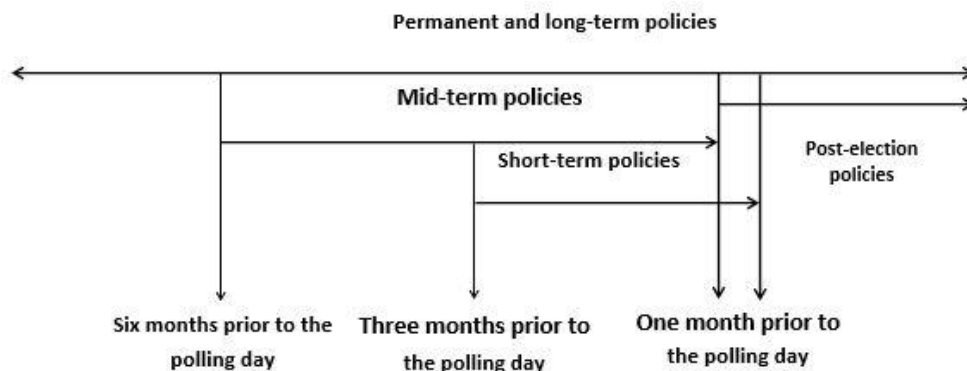


Figure 4. Temporal pattern of electoral policies in the IRIB (author-made)

According to the analysis of data and information obtained from interviews with the directors and experts of the IRIB news, the news policies of the IRIB for the presidential election period were classified into three categories of long-term, mid-term, and short-term policies. Most of these policy statements were normative statements for the News Department of the IRIB that, according to the experts and directors, TV news should put them into action for long-term effectiveness in the competitive atmosphere of the media during the election campaign. It should be also noted that, according to the assertions of interviewees, some of these policy statements are now observed in TV news. One of the policies recommended by experts for effectiveness of TV news shows was "commitment to the public interest of the country." Commitment to the public interest of the country has been raised as a long-term news policy because of the paradoxes the audience has felt in recent years. This was due to specific orientation in production and broadcasting of news shows and programs as a result of party affiliation of the directors of News Department.

"Objectivism" was next policy extracted from codes mentioned by the interviewees. The code that frequently repeated in words of the experts was "unnecessary and unfounded expediencies have caused the IRIB to get away from objectivism in dealing with events, so that the active TV news audience has lost their trust in this media and the news broadcasted by." "Independence maintenance," "observance of

fairness and justice,” and “increasing the public participation in the election” are other policies mentioned by the experts to be reflected on the TV news during the election period.

“Clarification,” “awareness,” “accuracy in presentation of news,” and “impartiality” is four mid-term policies that extracted from codes analysis. In addition, “creating an attractive news structure,” “news production and broadcasting based upon the audience requirements and desires,” “news production and broadcasting based on the president’s duties,” “commitment to event-centrism in news production,” and “stimulation of the public opinion and satisfying the audience” are five short-term news policies recommended to the IRIB based on analysis and linking several codes to each other. Figure 5 shows these policies in a schematic view.

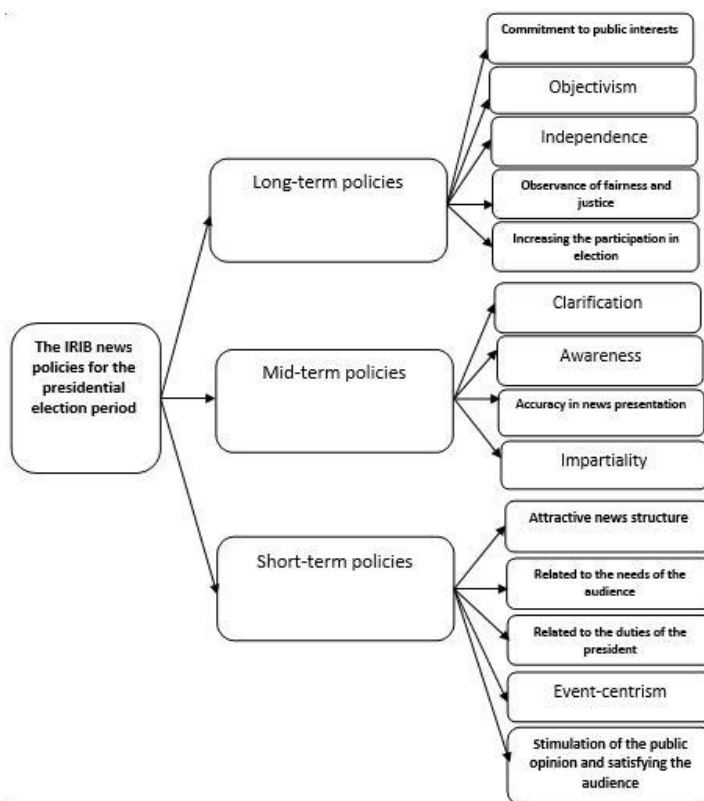


Figure 5. Short-term, mid-term, and long-term policies of the IRIB news in the presidential election period

4.4. Competitive thinking at the higher managerial levels of IRIB

The formation of competitive thinking at the higher managerial levels of IRIB Organization would result in understanding of the need for policymaking process by the managers at the higher levels of the IRIB organization. This should be taken into consideration that without providing appropriate mechanism for competitive thoughts in the IRIB organization, the management would not be able to develop policies that are consistent with competitive environment shaped for the media. In addition, it is essential that legal mechanisms provide necessary requirements for shaping policymaking process in the IRIB organization. The provisions of the IRIB organization have not been undergone any changes since 1981; therefore, the organization is faced with serious challenges in terms of rules. The improvement in the regulations will result in modification in managerial mechanisms of the IRIB organization. The head of the IRIB organization, having special authorities, has unlimited power and is not accountable for other cultural agencies of the country, including Supreme Council of Cultural Revolution. Moderating the authorities at the head of the IRIB organization in order to have him accountable for other agencies would be a positive step in effective implementation of macro-policies of the country. Modification of regulatory mechanisms would be an influential factor in efficient implementation of policies. Inter-organizational monitoring and evaluation systems can operate more independently if being excluded from the planning deputy coverage. Moreover,

by improving the regulations related to the authorities of regulatory council, this council would leave its superficial status, and so more effective external supervisions would be provided. Utilization of the data obtained from researches conducted inside and outside of the IRIB organization will result in shaping data-driven policies that make the process more rational. As the IRIB organization has the more sensitive and influential role in the society, in comparison with other organizations, different political groups attempt to penetrate into it. Therefore, the modification in political mechanisms influencing the IRIB organization is one of the essential requirements for making modification to executive and management structures of the IRIB organization. Indexing policies announced by the supreme leader will cause cultural and moral policies to be organized and executed more properly. In this way, the IRIB will achieve its objective, which is becoming a media that propagates values of Islamic Republic of Iran.

In final step, it would be worthwhile to comparison of model elements with literature (Table 3).

Table 3. Comparison of model elements with literature

Policy model in IRIB	Literature
<p>Prior conditions: designing competitive thinking mechanisms</p> <ul style="list-style-type: none"> - Attracting audience - Competitive thinking - Long-term approach - Interaction with stakeholders 	<p>Media are in competitive environment (freedman, 2008) Decreasing trend of policy transparency it has been in these years (Mac chancy, 2004)</p>
<p>The major phenomenon (elite-centered): designing legal mechanisms:</p> <ul style="list-style-type: none"> - Reforming the regulations - The essentiality of relationship between the IRIB and the Islamic Consultative Assembly 	<p>Decreasing Legislation in field of media policy (McQuail, 2003) The government sector in the field of legislation is very active (granham, 1992) Discussion about media policy without discussion about intervention of government is not true (bahrampoor, 2003)</p>
<p>The dominant theme: designing political mechanisms</p> <ul style="list-style-type: none"> - Avoiding politicization - Interaction with macro-policies of IRIB - Interaction with the supreme Council of Cultural Revolution <p>Designing cultural mechanisms</p> <ul style="list-style-type: none"> - Supreme Leader's policies - Media and the values - Interaction between the IRIB and IRIB's general values 	<p>Political and cultural goals are very important in media policy (freedman, 2008). Ideological element in media policy process is important (Humphreys, 2009) Political bias play main role in media policy process (barman, 2004). Ideological schools are effective in policy making for media (peck and tickle, 2002).</p>
<p>Interfering conditions:</p> <p>Planning research and professional mechanisms</p> <ul style="list-style-type: none"> - Interaction between the Media and the University - Understanding the need for specialists <p>Designing regulatory mechanisms</p> <ul style="list-style-type: none"> - Highlighting the role of the regulatory council - Promoting supervision system 	<p>Government are active to monitoring media (Turow, 2009) Media policy process increasingly use research (Napoli, 2006). Emerging use of scientific research in media policy (Montgomery, 2000)</p>
<p>Approaches: designing management mechanisms</p> <ul style="list-style-type: none"> - The level of authority of middle managers - One-dimensional views - Expansion of the range of policy makers - The highlighted role of the head of the organization 	<p>Governance in media is by government (smith, 2009). Importance of management in media (Tamber, 2002)</p>
<p>Consequences: designing efficient policies</p> <ul style="list-style-type: none"> - Procedural legitimacy - Conceptualization of the necessity of policymaking - Preparing the organization for setting up policymaking process - Redesigning the executive procedures 	<p>Policy making in information and communication and leah and livingstone, 2002)(system is necessary as economic factor policy in media is essential (freedman, 2008).</p>

5. Conclusions

The media organizations environments have experienced profound and complicated changes in recent decades. An important part of this transformation is due to the emergence of new information technologies and changes in living and subjective conditions of audience which has added the complication and turbulence of these organizations' environments. Since media organizations operate in a complicated and changeable environment, they require a road map to manage this environment and react against its sudden changes properly. With the accelerated pace of changes in the world of communications, news has become a valuable and highly-demanded commodity which yields high value added. News is the most valuable commodity in today's world, because today's newsmakers are actually the producers of media hyper-realities which are more effective than realities in the structure and processes of the modern world. News has become so important that it can be considered as the most important message of today's media. In fact, information and news are of human tools for harmony with the world and running the everyday life affairs. Based upon the findings of this article, the studies show that there are four key themes in the challenges of news policy in the Islamic Republic of Iran Broadcasting (IRIB). These include: (1) atmosphere of the presidential election in Iran, (2) the process of news policymaking in IRIB, (3) formation of news policymaking during presidential elections, (4) competitive thinking at the higher managerial levels of IRIB.

IRIB, with four specific news networks and by broadcasting 136 hours of news and 300 hours of political shows per week (according to statistics of the Division of IRIB News) and also having some news agency such as Central News Agency, Young Journalists Club, etc., is the main channel and source of information in Iran. Therefore, in critical moments such as presidential elections, news policy in this organization is done in way to both cover maximum audience and maximally influence them. Thus, it can be concluded that news policymaking of IRIB at the time of the presidential election is designed based on the requirements and specific conditions of each period.

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