

RTV 6801: Media Management and Theory

Fall 2021 ~ Special edition: Media Business Models



Class Meeting: Fridays 11:45am-2:45pm (Weimer 1098)

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Office hours: Tues. and Fri. 3:00-4:30pm, Thurs. 4:00-4:30pm (in-person or via Zoom)

Course Description:

Management theory and principles as applied to the evolving media industry.

Objectives:

- 1) To understand foundational theory of media management;
- 2) To be able to apply this theory effectively to solve industry and workplace problems;
- 3) To understand trends and issues affecting management of the media industry;
- 4) To describe and explain various media industry business models;
- 5) To be able to interpret secondary data (e.g. audience metrics and research, industry reports) and to apply this information effectively and strategically;
- 6) To be able to think creatively and strategically in order to successfully manage and lead in a continuously evolving media environment.

Required Texts:

Hollifield, C.A., Wicks, J.L., Sylvie, G., & Lowery, W. (2016). *Media management: A casebook approach* (5th ed.). Taylor & Francis.

Online Course pack (Harvard Business Publishing), available at <https://hbsp.harvard.edu/import/852167> .
(Create login and purchase.)

Recommended Texts:

Publication Manual of the American Psychological Association, 7th ed. (APA Style guide)

Albarran, et al. (2019). *A research agenda for media economics*. Edward Elgar Publishing.

Gershon, R. (2008). *Telecommunications management: Industry structures and planning strategies*. Routledge.

Küng, L. (2008). *Strategic management in the media*. Sage.

Chan-Olmsted, S. (2006). *Competitive strategy for media firms: Strategic and brand management in changing media markets*. Mahwah, NJ: Lawrence Erlbaum.

Albarran, A. (2016). *Management of electronic and digital media*. Cengage.

Albarran, Mierzejewska, & Jung (2018). *Handbook of media management and economics (2nd ed.)* Routledge.

Hoskins, C., McFadyen, S., & Finn, A. (2004). *Media economics: Applying economics to new and traditional media*. Thousand Oaks, CA: Sage.

Christensen, C.M. (1997). *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*. Boston: Harvard Business School.

Blanchard, K. & Johnson, S. (1982). *The One Minute Manager*. William Morrow.

Other Recommended Reading: *Multichannel News* and *Advertising Age*, both of which offer free online subscriptions. Other well-known and useful trade publications include *Television Week*, *Broadcasting and Cable*, and *Electronic Media*. The *Wall Street Journal* and *New York Times* are recommended, as are *Business Week, Inc.*, and *The Economist*. All have frequent in-depth articles on the media industry and managerial issues.

Web Sites: <http://www.nielsenmedia.com>
 <http://www.comscore.com/>
 <http://www.fcc.gov>
 <http://www.tvweek.com>
 <http://www.broadcastingcable.com>
 <http://www.radioink.com>
 <http://www.businessweek.com/managing>

Grading

A	94-100%
<u>A-</u>	<u>90-93.95</u>
B+	87-89.95
B	84-86.95
<u>B-</u>	<u>80-83.95</u>
C+	77-79.95
C	74-76.95

C-	70-73.95
D+	67-69.95
D	64-66.95
D-	60-63.95
E	Below 60

Evaluation

Case Briefs (5)	37%
Manager Interview	20%
Business Model Presentation	15%
Final Project/Presentation	20%
Participation and Preparation	8%

Written Work and Assignments

All assignments are due at the time of class on the stated due date and must be submitted via the **Assignment** function (TurnItIn) on our course Canvas (E-Learning) site by this time. (Please also turn in a hard copy on the day of class.) Please double-space all work and use APA style. Late work will be accepted with a 20% penalty up to 24 hours later. No credit will be given to assignments submitted after 24 hours of the due date/time.

Attendance Policy

Graduate-level seminars tend to be interactive, so much of what you will learn occurs during classroom discussion, debate, and exchange. Your absence takes away from your peers' seminar experience. You will be graded on your level of participation and contributions to class discussion, and attendance is part of this. Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies can be found at <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.asp>.

Classroom Decorum

Our classrooms are professional environments. As such, you are expected to treat your instructor and peers with respect, just as in any other workplace. This also means arriving to class on time. Late arrivals disrupt learning and our learning space. Part of learning involves being exposed to a variety of perspectives and source material. You may not always agree with what your classmates say, but be sure to extend them the same courtesy that you would like in return. In addition, be sure not to interrupt others while they are speaking. Please be mindful of digital devices to ensure they are not a disruption or distraction to others (see next point).

Digital Devices

Laptop computers or tablets may be used in class for note-taking or other class-related purposes only. Phones must remain off or muted for the duration of the class period. If digital devices are not used responsibly and/or become a distraction to the class environment, you will be asked to leave the classroom.

In-Class Recording

Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor.

A “class lecture” is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. A class lecture does not include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or lecturer during a class session.

Publication without permission of the instructor is prohibited. To “publish” means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student Honor Code and Student Conduct Code.

Academic Honesty

Familiarize yourself with the University of Florida’s academic honesty policy. (They can be found at <http://www.dso.ufl.edu/sccr/>) You should not be here unless you are prepared to do your own original work. If I discover that you have been academically dishonest in this class in any way, you will receive a failing grade (for the semester).

You are responsible for knowing the definition of plagiarism and various kinds of academic dishonesty. Ignorance, i.e. “I didn’t realize that was plagiarism” is not an acceptable response, and will not excuse you from academic dishonesty violations, if found. While you are responsible for reading and understanding UF’s policy in its entirety, examples of academic dishonesty include:

- Using phrases or quotes from another source without proper attribution
 - For purposes of this class, five or more words (verbatim) from a source without proper attribution will be considered plagiarism.
 - This can also include omitting quotation marks around verbatim content, even if source is noted with in-text parenthetical citation.
- “Forgetting” to source material you use (same as above, intentional or not)
- Passing off others’ ideas as your own
- Turning in the same assignment or paper for two courses, i.e. “dual submission.” (While this might be tolerated in other classrooms, it will not be tolerated here.)
- Stealing and/or copying other students’ work, whether on a test or assignment
- Bribery
- Fabrication of material

If you have any questions about plagiarism, or how to properly cite or attribute sources, please ask.

Support Services

Academic Help:

Additional services are available at:

The Teaching Center/The Reading and Writing Center

SW Broward Hall, 392-2010, <http://teachingcenter.ufl.edu>

Disability Resources:

If you have a disability that you believe will affect your performance in this class and/or need special accommodations, please see me. Additional information and services are available at:

UF Disability Resource Center, 392-8565 <http://www.dso.ufl.edu/drc/>

(Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation.)

Academic and Personal Counseling:

UF Counseling and Wellness Center, Ph. 392-1575 (crisis and non-crisis services)

3190 Radio Road, <http://www.counseling.ufl.edu/cwc/Counseling-Services.aspx>

Other Health and Well-Being Resources:

U Matter, We Care: If you or someone you know is in distress, please contact umatter@ufl.edu, 352-392-1575, or visit [U Matter, We Care website](#) to refer or report a concern and a team member will reach out to the student in distress.

Student Health Care Center: Call 352-392-1161 for 24/7 information to help you find the care you need, or [visit the Student Health Care Center website](#).

University Police Department: [Visit UF Police Department website](#) or call 352-392-1111 (or 9-1-1 for emergencies).

UF Health Shands Emergency Room / Trauma Center: For immediate medical care call 352-733-0111 or go to the emergency room at 1515 SW Archer Road, Gainesville, FL 32608; [Visit the UF Health Emergency Room and Trauma Center website](#).

Course Evaluation

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. [Click here for guidance on how to give feedback in a professional and respectful manner](#). Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via ufl.bluera.com/ufl/. [Summaries of course evaluation results are available to students here](#).

Course Schedule

Week	Topic	Items Due	Comments
Aug. 27	Intro to Media Management		
Sept. 3	Media Business Models; Value Creation	9/3: Get to know You Form	Review syllabus, student honor code
Sept. 10	Structural Theory and Strategy	9/10: Case brief #1 (Netflix)	
Sept. 17	Strategic Management (cont'd)	9/10: Business Model Presentations	

Week	Topic	Items Due	Comments
Sept. 24	Branding, Promotion and Marketing	9/24: Case brief #2 (Hunger Games)	
Oct. 1	Market Analysis, Media Measurement, and Decision Making	10/1: Case brief #3 (Fashion Channel)	
Oct. 8	NO CLASS		UF Homecoming holiday
Oct. 15	Organizational Culture	10/15: Case brief #4 (Managing Multicultural Teams)	
Oct. 22	Transnational Media Management	10/22: Manager Interview Write-up	
Oct. 29	Innovation and Value Creation		
Nov. 5	Entrepreneurship and Market Entry	11/5: Case brief #5 (Spotify)	
Nov. 12	Leadership and Management Styles		
Nov. 19	Motivation and Workforce		
Nov. 26	NO CLASS (Law, Regulation, and Ethics)	Independent reading assignment	Thanksgiving holiday
Dec. 3	Managing Change, Managing Yourself		
Wed., Dec. 15	Final Presentation of Projects	12/15: Final Projects	(Final Exam Period)

Weekly reading assignments can be found in our Canvas course room.