

# Media Management and Strategy Capstone

Spring 2024



Class Meeting: Wednesdays 12:50-3:50pm (Weimer 3020)

Instructor: A.J. Coffey, Ph.D.

Email: [ajcoffey@ufl.edu](mailto:ajcoffey@ufl.edu)

Office and phone: Weimer 3040-B (352.392.6522)

Office hours: TBA

## Course Content Description:

In this course, you'll be exposed to management principles and concepts as applied to the evolving media industry. We will be learning best practices when it comes to leading and managing both legacy and digital media organizations, including personnel supervision, financial oversight, strategic planning, consumer/audience data analysis and insights, branding/marketing, ethics and social responsibilities.

Prerequisites: RTV 4500 and (RTV 4506 or MMC 3420).

## Objectives:

- 1) To understand foundational concepts and best practices in media management;
- 2) To be able to apply these concepts and strategies 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 and revenue streams;
- 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.

## RTV 4800: Telecom Planning and Operations

### Required Texts:

None

Online Course pack (Harvard Business Publishing), available for purchase at [link TBA]

### Recommended Texts:

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

Hollifield, C. & Coffey, A.J. (2023). *Media analytics: Understanding media, audiences, and consumers in the 21<sup>st</sup> century*. Routledge.

Albarran, A. (2024). *The media economy* (3<sup>rd</sup> ed.). Routledge.

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* (2<sup>nd</sup> 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%

A-     90-93.95

## RTV 4800: Telecom Planning and Operations

B+	87-89.95
B	84-86.95
<u>B-</u>	<u>80-83.95</u>
C+	77-79.95
C	74-76.95
<u>C-</u>	<u>70-73.95</u>
D+	67-69.95
D	64-66.95
<u>D-</u>	<u>60-63.95</u>
E	Below 60

### Evaluation

Case Briefs (4)	25%
Simulation exercise	10%
Manager Interview	12%
Revenue Model Presentation	15%
Final Project/Presentation	30%
Attendance 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 double-space all work and use APA style. Late work will be accepted with a 10% penalty up to 24 hours later. No credit will be given to assignments submitted after 24 hours of the due date/time.

### Attendance Policy

Your attendance, participation, and level of preparation in this course are graded. You are allowed two absences during the semester (which you will want to save for illness or emergencies). After this, your absences will negatively impact your grade. Remember that, particularly in a capstone course, your absence takes away from everyone's overall experience. 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. Part of learning also 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

## RTV 4800: Telecom Planning and Operations

- 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](mailto: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

## RTV 4800: Telecom Planning and Operations

under GatorEvals, or via [ufl.bluera.com/ufl/](http://ufl.bluera.com/ufl/). Summaries of course evaluation results are available to students [here](#).

### Course Schedule (subject to change)

<b>Week</b>	<b>Topic</b>	<b>Items Due</b>	<b>Comments</b>
<b>Jan. 10</b>	Intro to Media Management		Review syllabus, student honor code
<b>Jan. 17</b>	Media Business Models; Value Creation and Revenue Models	1/17: Get to Know You Form	
<b>Jan. 24</b>	Structural Theory and Strategy	1/24: Case brief #1	
<b>Jan. 31</b>	Strategic Management (cont'd)	1/31: Revenue Model Presentations	
<b>Feb. 7</b>	Branding, Promotion and Marketing	2/7: Case brief #2	
<b>Feb. 14</b>	Market Analysis, Media Measurement, and Decision Making	2/14: Case brief #3	
<b>Feb. 21</b>	Organizational Culture		
<b>Feb. 28</b>	Transnational Media Management	2/28: Online simulation	
<b>Mar. 6</b>	Innovation and Value Creation		
<b>Mar. 13</b>	SPRING BREAK		NO CLASS
<b>Mar. 20</b>	INDEPENDENT WORK; NO CLASS MEETING		Dr. Coffey out of town
<b>Mar. 27</b>	Entrepreneurship and Market Entry	3/27: Case brief #4	
<b>Apr. 3</b>	Leadership and Management Styles		
<b>Apr. 10</b>	Leadership and Management Theory (cont'd); Motivation and Workforce	4/10: Manager Interview Write-up	
<b>Apr. 17</b>	Law, Regulation, and Ethics; Artificial Intelligence		

RTV 4800: Telecom Planning and Operations

<b>Week</b>	<b>Topic</b>	<b>Items Due</b>	<b>Comments</b>
<b>Apr. 24</b>	Managing Change, Managing Yourself	4/24: Final written report	
<b>Apr. 30 (Tues.) (3-5pm)</b>	Final project presentations	4/30: Final presentation	(Final exam period)

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