RTV 6801: Telecommunication Management

Spring 2013
Meets: Mondays 10:40-1:40 (4th-6th periods); Weimer 1090
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Office Hours: Mon. 3-4p, Tues. and Thurs. 1030-1230p

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 electronic media industry;
4) To understand, interpret, and practice both qualitative and quantitative research methods common to management for use in scholarship and industry;
5) To be able to interpret secondary data (e.g. ratings, shares, 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.

Required Texts:
Course Pack: RTV 6801 from Orange & Blue Textbooks on 13th St.

Recommended Texts:

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.nielsen-netratings.com/  
http://www.arbitron.com  
http://www.scarborough.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
B+  87-89.95
B   84-86.95
B-  80-83.95
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

Note: The grade ranges above are fixed; no rounding.

Evaluation
Case Briefs  30%
Research Proposal  8%
Manager Critique  15%
Final Paper  35%
Final Presentation  5%
Participation and Preparation  7%

Written Work
All written work is due at the time of class on the stated due date, and must be submitted via the Assignment function (TurnItIn) on our course Sakai (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.

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, I will fail you (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

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
3190 Radio Road
http://www.counseling.ufl.edu/cwc/Counseling-Services.aspx
**Weekly Plan** (subject to change)

**January 7**  
Introduction to Media Management

**CP:**

Hughes, R.L., Ginnett, R.C., & Curphy, G.J. (1999). *Leadership: Enhancing the Lessons of Experience*. (Ch. 3 only), pp. 50-77. Boston: McGraw-Hill. (You are welcome to read Ch. 2 first, if you wish.)


**Online (Sakai Resources):**


**Case study** (in class): Case 2.1: Leading in a New Direction, pp. 46-48 (handout).

**January 14**  
Structural Theory and Strategy

**CP:**


**Case study:** Facebook (HBS) (cont’d. on next page)
**Online (Sakai site):** Discussion of leadership readings (assigned previous week).

**January 21**

No class meeting. (Martin Luther King, Jr. Day). Work on research paper proposal.

**Read:** C-Scape, Intro & parts 1-2 (pp. 1-121).

**Read Online (Sakai Resources):**

**Jan. 28**

No class meeting. (Dr. Coffey @ NATPE)

**Online (Sakai site):** Discussion of C-Scape, parts 1-2 and “co-opetition” article (assigned previous week).

**Read:** C-Scape, parts 3-4 (pp. 125-224).

**Due:** Research Paper Proposal (upload to Sakai Assignments).

**Feb. 4 Structural Theory and Strategy**

**CP:**


**Case study:** Netflix (HBS).

**Feb. 11 Branding**

**CP:**
Chan-Olmsted, S.M. (2005) “A Primer in Brand Management for Media Firms” (Ch. 4, pp. 57-75 from *Competitive Strategy for Media Firms*).

(cont’d. on next page)
**Sakai (Resources):**


Feb. 18 Promotion and Marketing

**CP:**


**Sakai Resources:**


**Optional (Sakai):**
Feb. 25 Market Analysis, Media Measurement, and Decision Making

CP:


**Sakai Resources:** “Market Analysis” (Ch. 8, pp. 197-230).

**Online reading:** Explore media research websites: nielsenmedia.com, arbitron.com, comscore.com

**Case study:** The Fashion Channel (HBS).

Mar. 4

No class. (Spring Break)

Mar. 11 Transnational Media Management

CP:


**Sakai Resources:**

**In-class exercise:** Ratings analysis for TV (Nielsen)
Mar. 18  The Media Labor Force, Newsroom Mgmt., and Public Broadcasting

**CP:**


**Sakai Resources:**


**Optional (Sakai):**

**In-class exercise:** Ratings analysis for radio (Arbitron)

Possible guest speaker

Mar. 25:  Organizational Culture

**CP:**


**Case study:** Managing Multicultural Teams (HBS).
Apr. 1  Innovation and Value Creation

CP:


Sakai Resources:


Optional (Sakai):

Case study:  Ringier—Building a Digital-Age Media Company (HBS)

Apr. 8

No class meeting.  (Dr. Coffey @ BEA.) Work on final papers.

Due: Manager Critique (upload to Sakai Assignments).

Myers-Briggs type assessment:  [http://www.humanmetrics.com/cgi-win/JTypes2.asp](http://www.humanmetrics.com/cgi-win/JTypes2.asp)  *(Nothing to turn in, just have it completed and read up on your type.)*

Online Discussion (in Sakai):  Discussion of readings below.

CP:


**Sakai Resources:**

**Handout (HBS):**

**Apr. 15 entrepreneurship and Market Entry**

**CP:**

**Sakai Resources:**
Angel investors? (Inc. article)


**Apr. 22 Managing Change**

**CP:**

**Handout:**
Frey, B. (2010, 1st qtr). The economics of happiness: Giving your workers something to smile about. *IESE Insight.*
**Sakai Resources:**

**Case study:**  Case 5.2: Planning Convergence, Part II (handout).

**Wed., May 1  Research Presentations (3-5pm)**

Research presentations

**Due:** Final paper