

RTV 6801: Telecommunication Management

Spring 2013

Meets: Mondays 10:40-1:40 (4th-6th periods); Weimer 1090

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

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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.

Kramer, L. (2010) *C-Scapes*. Harper Collins. (Available via amazon.com)

Recommended Texts:

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.

Sylvie, G., Wicks, J.L., Hollifield, C.A., Lacy, S., & Sohn, A.B. (2007). *Media management: A casebook approach* (4th ed.). Mahwah, NJ: Lawrence Erlbaum.

Pringle, P. & Starr, M. (2006). *Electronic media management* (5th ed.). Elsevier: Focal Press.

Albarran, A., Chan-Olmsted, S., & Wirth, M. (2006). *Handbook of media management and economics*. Mahwah, NJ: Lawrence Erlbaum.

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.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:**

Bryman, A. (1996). "Leadership in organizations." In Stewart R. Clegg, Cynthia Hardy, and Walter R. Nord (Eds.), *Handbook of Organizational Studies*, pp. 276-292.

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.)

Tsourvakas, G., Zotos, Y., & Dekoulou, P. (2007). Leadership styles in the top Greek media companies: Leading people with a mixed style. *International Journal on Media Management*, 9(2), 77-86.

George, B., Sims, P., McLean, A., & Mayer, D. (2007, February). Discover your authentic leadership. *Harvard Business Review*.

Online (Sakai Resources):

Küng, L. (2010). Why media managers are not interested in media management—and what we could do about it. *International Journal on Media Management*, 12, 55-57.

Howard, N. (2012, July). "Building trust in leadership." *Strategic Communication Management*, pp. 34-39.

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

January 14 Structural Theory and Strategy**CP:**

Chan-Olmsted, S.M. (2005). "Issues in Strategic Management," from *Handbook for Media Management and Economics* (pp. 161-180).

Porter, M.E. (1980). Readings from *Competitive Strategy*.(Ch. 1-2).

Hoskins, et al. (2004). Theory of the Firm. (from *Media Economics*, excerpt, pp. 141-151).

Peltier, S. (2004). Mergers and acquisitions in the media industries: Were failures really unforeseeable? *Journal of Media Economics*, 17(4), 261-274.

Chambers, T. (2003). Structural changes in small media markets. *Journal of Media Economics*, 16(1), 41-59.

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):

Daidj, N. & Jung, J. (2011). Strategies in the media industry: Towards the development of co-opetition practices? *Journal of Media Business Studies*, 8(4), 37-57.

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:

Lockett, A. & Thompson, S. (2001). The resource-based view and economics. *Journal of Management*, 27, 723-755.

Schulze, B., Thielmann, B., Stieprath, S., & Hess, T. (2005). The Bertelsmann AG: An exploratory case study on synergy management in a globally acting media organization. *International Journal on Media Management*, 7(3/4), 138-147.

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):

Chan-Olmsted, S.M. (2011). Media branding in a changing world: Challenges and opportunities 2.0 *International Journal on Media Management*, 13, 3-19.

Kim, J-Y., Baek, T-H., & Martin, H. (2010). Dimensions of news media brand personality, *Journalism & Mass Communication Quarterly*, 87(1), 117-134.

Spalding, L., Cole, S., & Fayer, A. (2009). How rich-media video technology boosts branding goals, *Journal of Advertising Research*, 49(3), 285-292.

Keller, K. (2010). Brand equity management in a multichannel, multimedia retail environment. *Journal of Interactive Marketing*, 24, 58-70.

Lis, B. & Berz, J. (2011). Using social media for branding in publishing. *Online Journal of Communication and Technologies*, 1(4), 193-213.

Feb. 18 Promotion and Marketing

CP:

Tang, T., Newton, G., & Wang, X. (2007). Does synergy work? An examination of cross-promotion effects. *International Journal on Media Management*, 9(4), 127-134.

Newton, et. al (2009). The Athens exemplar: An Olympic promotion pays off for the 'Networks of NBC.'" *Journal of Promotion Management*, 15(1/2), 137-149.

Sakai Resources:

Coffey, A.J. & Cleary, J. (2011). Promotional practices of cable news networks: A comparative analysis of new and traditional spaces. *International Journal on Media Management*, 13(3), 161-176.

Greer, C. & Ferguson, D. (2011). Using Twitter for promotion and branding: A content analysis of local television Twitter sites. *Journal of Broadcasting & Electronic Media*, 55(2), 198-214.

Van Reijmersdal, E., Neijens, P., & Smit, E. (2009). A new kind of advertising. *Journal of Advertising Research*, 49(4), 429-429.

DeGregorio, F. & Sung, Y. (2010). Understanding attitudes toward and behaviors in response to product placement. *Journal of Advertising*, 39(1), 83-96.

Optional (Sakai):

Fletcher, A. (2002). The Cartoon Network: Promotional Products and the Introduction of a New Cable TV Service, *Journal of Promotion Management*, 8(1), 73-79.

Feb. 25 Market Analysis, Media Measurement, and Decision Making

CP:

Beane, T.P. & Ennis, D.M. (1987). Market segmentation: A review. *European Journal of Marketing*, 21(5), 20-27 (only).

Miller, S.J., Hickson, D.J., and Wilson, D.C. (1996). *Decision-Making in organizations*. In Stewart R. Clegg, Cynthia Hardy, and Walter R. Nord (Eds.), *Handbook of Organizational Studies*, pp. 293-312.

Snowden, D. & Boone, M. (2007, November). A leader's framework for decision making. *Harvard Business Review*.

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:

Andrews, D.L. (2003). Sport and the transnationalizing media corporation. *Journal of Media Economics*, 16(4), 235-251.

Doyle, G. (2006). Managing global expansion of media products and brands: A case study of For Him magazine. *International Journal on Media Management*, 8(3), 105-115.

Lakshman, L. (2007, September 10). Nokia: It takes a village to design a phone for emerging markets. *Business Week*, pp. 12-14.

Sakai Resources:

Strube, M. & Berg, N. (2011). Managing subsidiary-headquarters relations from a knowledge perspective: Strategies for transnational media companies. *International Journal on Media Management*, 13(4), 225-251.

In-class exercise: Ratings analysis for TV (Nielsen)

Mar. 18 The Media Labor Force, Newsroom Mgmt., and Public Broadcasting

CP:

Tjernström, S. (2002). Theoretical approaches to the management of the public service media firm. *Journal of Media Economics*, 15(4), 241-258.

Cleary, J. (2006). From the classroom to the newsroom: Professional development in broadcast journalism. *Journalism & Mass Communication Educator*, 61(3), 254-266.

Sakai Resources:

Rao, S. & Johal, N.S. (2006). Ethics and news making in the changing Indian mediascape. *Journal of Mass Media Ethics*, 21(4), 286-303.

Picard, R. (2003). Assessment of public service broadcasting: Economic and managerial performance criteria. *The Public*, 10(3), 29-44.

Ricchiardi, S. (2011). Do women lead differently? *American Journalism Review* (winter), pp. 30-35.

Optional (Sakai):

Adams, T. & Cleary, J. (2006). The parity paradox: Reader response to minority newsroom staffing. *Mass Communication & Society*, 9(1), 45-61.

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

Possible guest speaker

Mar. 25: Organizational Culture

CP:

Schein, E. (2004). *Organizational culture and leadership*. San Francisco: Jossey-Bass. (Selected excerpt.)

Schein, E. (2003). The culture of media as viewed from an organizational perspective. *International Journal on Media Management*, 5(3), 171-172.

Gershon, R. & Kanayama, T. (2002). The Sony Corporation: A case study in transnational media management. *International Journal on Media Management*, 4(2), 105-117.

Küng, L. (2000). Exploring the link between culture and strategy in media organizations: The cases of the BBC and CNN. *International Journal on Media Management*, 2(2), 100-109.

Case study: Managing Multicultural Teams (HBS).

Apr.1 Innovation and Value Creation**CP:**

Bowers, J. & Christensen, C. (1995, Jan-Feb.) Disruptive technologies: Catching the wave. *Harvard Business Review*.

Tellis & Golder (1996). First to market, first to fail? Real causes of enduring market leadership. *Sloan Management Review*, 37(2), 65-75.

Sakai Resources:

Adams, J.A. (2008). Innovation management and U.S. weekly newspaper web sites: An examination of newspaper managers and emerging technology. *International Journal on Media Management*, 10, 64-73.

Bartosova, D. (2011). The future of the media professions: Current issues in media management practice. *International Journal on Media Management*, 13, 193-201.

Picard, R. (2012). *Value creation and the future of news organizations: Why and how journalism must change to remain relevant in the twenty-first century*. Formalpress (selected excerpts).

Optional (Sakai):

Golder, P.N. & Tellis, G.J. (2004). Growing, growing, gone: Cascades, diffusion, and turning points in the product life cycle, *Marketing Science*, 23(2), 207-218.

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>
(Nothing to turn in, just have it completed and read up on your type.)

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

CP:

Goffee, R. & Jones, G. (2005, December). Managing authenticity: The paradox of great leadership. *Harvard Business Review*.

Kaplan, R. (2007, January). What to ask the person in the mirror. *Harvard Business Review*, pp. 1-11.

Huff, C. (2007, Nov. 1) Focus. *American Way* (In-flight magazine), pp. 34-36.

Buchanan, L. (2007, November). The art of the huddle: How to run a prompt, productive and painless morning meeting. *Inc. Magazine*, pp. 40-42.

Sakai Resources:

Tang, Y., Shrihari, S., Thorson, E., & Mantrala, M. (2011). The bricks that build clicks: Newsroom investments and newspaper online performance. *International Journal on Media Management*, 13, 107-128.

Handout (HBS):

Smith, W.P. & Kidder, D.L.(2010). You've been tagged! (Then again, maybe not): Employers and Facebook, *Business Horizons*, 53, 491-499.

Apr. 15 Entrepreneurship and Market Entry

CP:

Romanelli, E. (1989). Environments and strategies of organization start-up: Effects on early survival. *Administrative Science Quarterly*, 34(3), 369-387.

Sakai Resources:

Chafkin, M. (2009, Jan./Feb.) "And the money comes rolling in," *Inc.*, pp. 62-69.
Angel investors? (Inc. article)

Hoag, A. & Compaine, B. (2007). Media entrepreneurship: Missionaries and merchants. Presented at AEJMC conference, Washington, D.C.

Brown, C.M. (2010, Sept. 20). How to meet angel investors, *Inc. Magazine*, pp. 1-4.

Brown, C.M. (2010, Oct. 4). How to pitch to angel investors, *Inc. Magazine*, pp. 1-3.

DeBare, I. (2010, Dec. 14). How to raise start-up capital in 2011, *Inc. Magazine*, pp. 1-4.

Handout: Sahlman, W. (1997). "How to Write a Great Business Plan." *Harvard Business Review*.

Apr. 22 Managing Change

CP:

Daniels, G.L. & Hollifield, C.A. (2002). Times of turmoil: Short- and long-term effects of organizational change on newsroom employees. *Journalism & Mass Communication Quarterly*, 79(3), 661-680.

Handout:

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

Sakai Resources:

Goodman, J. & Truss, C. (2004). The medium and the message: Communicating effectively during a major change initiative. *Journal of Change Management*, 4(3), 217-228.

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

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

Research presentations

Due: Final paper