



Media Management

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C&J 376—Spring 2010
11 a.m. to 12:15 p.m.
Tuesdays and Thursdays, Room 121

Office hours: 10 to 11 a.m. Tuesdays and Thursdays or by appointment. Walk-ins welcome.

A Course to Chart the Way for Future Managers and Entrepreneurs

COURSE OVERVIEW: In every organization, leaders emerge — whether they are groomed for management or have management thrust upon them because of circumstances. You could be surprised how your first management role might come totally unexpectedly.

Many C&J courses are predicated on teaching you the skills needed to be a valuable media employee. The intention of this course, however, is to give you some early insights into the management and ownership aspects of running a media company. As we consider different media companies, remember that most principles are applicable to all firms in mass communications.

Except for personnel issues, this course is not about newsroom management. We will look instead at the

business side of journalism, which will help you gain a better understanding of what media managers do and why. This course is designed to provide you with a broader perspective of journalism, letting you see some of the challenges and practices in the business of journalism.

As a former newspaper publisher and owner, the instructor hopes this course might stimulate some of you to begin preparing early for the opportunity of owning your own newspaper, broadcast station, advertising agency, public relations firm, Internet or communications company.

Even if you do not pursue an ownership goal, this class will help you to better understand management, and to some day become a manager yourself — or perhaps even an owner.

TEXT: *Media Management in the Age of Giants: Business Dynamics of Journalism* (2003)

WEB SITE: <http://www.unm.edu/~herrick/cj376>

COURSE OBJECTIVES: Most of you soon will be working as professional journalists. This course is to give you an understanding of the basic functions of management, such as personnel, finance, marketing, operations and ownership. The course will:

- Provide insights into the reasons behind management decisions.
- Orient students for an eventual management or ownership situation.
- Explain the complex business operations and relationships of media companies.
- Acquaint students with the specialized terminology used in business.
- Improve the ability of students to make critical assessments and solve problems.

COURSE REQUIREMENTS: The requirements are designed to bring us together as a class to accomplish the Course Objectives.

A manager must be comfortable in sharing knowledge and speaking to others. To hone that skill, at each class two students will present an oral report of no more than five minutes on a “Report of Discovery” from periodical readings relevant to issues being discussed in class. A copy of each presenter’s notes must be provided to the instructor.

Periodic papers are assigned. A major research paper is due the 14th week of class. (Details on Page 2.) A mid-term exam will be the 8th week of class and a final exam will be at the end.

Miscellany....

CLASS WEB SITE: A web site is maintained for this class at the following URL: unm.edu/~herrick/cj376. The site contains class announcements, URLs for other relevant journalism web sites, and class information.

ATTENDANCE: **Even if you have an excused absence, it is your responsibility—not the instructor’s—to find out what you missed in any class and complete any missed assignments before the next class meeting.** Pop quizzes and unannounced in-class exercises that are missed cannot be made up without advance notice to the instructor and an excused absence. Excessive absences will result in a student being dropped from the class. Assignments are due for everyone at the same time, regardless of whether you are in attendance. **E-mail your assignments if you cannot be present or they will be given a late penalty.** Perfect attendance will receive a bonus.

REPORTS OF DISCOVERY: See the explanation on the front page of the syllabus.

POP QUIZZES: In each half of the course, short and unscheduled quizzes will be held on material from the main course text, usually every week.

ASSIGNMENTS: Reading and/or writing assignments will be required as assigned. These assignments will include reports on cases in the text or from elsewhere (see handout for tips on how to read and report on cases). Assignments must be turned in when due. As is often true in business, late submissions will not be allowed unless prior arrangements are made.

GRADING: Grades will be as follows:

Class reports, quizzes, projects	30%
(verbal, written and group)	
Mid-term exam.....	20%
Final exam.....	30%
Semester research paper.....	20%

SEMESTER RESEARCH PAPER: Each student will complete a Semester Research Paper—due on the 14th week of class — that will examine a business, management or entrepreneurial issue relevant to one or more types of media companies. The paper must be at least eight double-spaced pages in length, with 1-inch margins all around in 12 point type. Subjects must be pre-approved by the instructor. Internet-only research is not acceptable.

EXTRA CREDIT: There is no extra credit work available for C&J 376. You will be graded by the work you do for the class. Attendance and participation can affect this grade positively or negatively.

PLAGIARISM: A form of cheating, plagiarism is a serious offense and absolutely not acceptable in this or any other course. It can get you fired from your future job — and can get you a failing grade on a test, project or the entire course here.

ASSISTANCE? Qualified students with disabilities needing appropriate academic adjustments should contact me as soon as possible to ensure your needs are met in a timely manner. Handouts are available in alternative accessible formats upon request.

DIVERSITY: This course encourages different perspectives related to such factors as gender, race, nationality, ethnicity, sexual orientation, religion, and other relevant cultural identities. This course seeks to foster understanding and inclusiveness related to such diverse perspectives and ways of communicating.

ETHICS: The course emphasizes ethical practices and perspectives. Above all, students and instructors should strive to communicate and act, both in class interactions and in assigned coursework, in a manner directed by personal integrity, honesty, and respect for self and others. Included in this focus is the need for academic honesty by students as stated by the UNM Pathfinder. Students need to do original work and properly cite sources. For example, be aware of plagiarism — directly copying more than three or four words from another author without quoting (not just citing) the author is plagiarism. Further, course content will encourage the ethical practices and analysis of print journalism.

COMPLAINTS: Procedures for students with a complaint about any member of the teaching staff are described in the UNM Pathfinder.

ABOUT YOUR INSTRUCTOR:

Dennis Herrick is a full-time lecturer in journalism at the University of New Mexico. He also taught journalism for more than two years at the University of Iowa. He was owner and publisher of weekly newspapers and a shopper in Iowa for 12 years before selling his company in 1997, worked as a reporter for about 11 years with daily newspapers, and was chief of staff for a member of Congress in 1977-85. He is a former licensed commercial real estate broker specializing in the sale of weekly newspapers.

Lecture and Assignments Schedule

First Week (Jan. 19 and Jan. 21):

INTRODUCTION TO THE COURSE AND TO EACH OTHER

The first session will focus on the course's requirements, and what you should expect to learn.

This will be an opportunity for some general thoughts among us about community journalism, the media in general, and preparatory steps toward management positions and even outright ownership. This week's sessions will clarify the parameters of the Media Management course, and set the tone for the rest of the semester.

In class, each student will take 15 minutes to write an essay on what you expect to get out of the course, as well as your long-term career goals. (Hopefully, there will be a link between the two.) Students will sign up for a schedule for presentation of "Reports of Discovery" with presentations beginning next week.

Assignment for Thursday: First Amendment essay.

Assignment for next week: Read Chapter 1 in Media Management in the Age of Giants.

Second Week (Jan. 26 and Jan. 28):

THE RESPONSIBILITIES OF MEDIA AND JOURNALISM

Reports of Discovery presented. These usually will be given at the beginning of each class.

Assignment for this week: Read Chapter 1 in Media Management in the Age of Giants.

Throughout this course we will be wrestling with the often conflicting roles for all news-based media companies of simultaneously meeting: (1) public trust responsibility that is encouraged and protected by the First Amendment, and (2) fiduciary responsibility to achieve profits for the owners (often stockholders).

Third Week Feb. 2 and Feb. 4):

PREPARING YOURSELF FOR MANAGEMENT

Assignment for this week: Read Chapter 2 in Media Management in the Age of Giants. Written report on home assignment due.

Reports of Discovery to be presented.

Why is it some people are promoted into management and others aren't? A lot of the answer is in how you prepare yourself, how you handle yourself on the job, and whether you even want to be promoted into the additional responsibilities of managerial positions.

Fourth Week (Feb. 9 and Feb. 11):

MOTIVATION AND THE WORK FORCE

Assignment for this week: Read Chapter 3 in Media Management in the Age of Giants. Write an analysis of case study "Shutting Down and Moving On," due at the beginning of class on Thursday.

Reports of Discovery to be presented.

Our class on the work force will include the involvement of unions and the personnel role of management. We will discuss Management by Objectives (MBO), which you are sure to encounter in one version or another throughout the rest of your career, whether as a manager or employee.

Fifth Week (Feb. 16 and Feb. 18):

QUALITIES OF LEADERSHIP AND MANAGEMENT

Assignment for this week: Read Chapter 4 in Media Management in the Age of Giants.

Reports of Discovery to be presented.

Not everyone can be a leader. It takes confidence, self-discipline and a desire to lead. We will discuss the characteristics that mark successful leaders, how you can improve your chances for being an outstanding leader, and the value of positive thinking. We will talk about leadership qualities and tactics in management—issues very much dependent upon the effectiveness of decision-making.

Video: "The Art of Leadership in Media Organizations."

ALERT: A book review is due at the start of class Feb. 23.

Sixth Week (Feb. 23 and Feb. 25):

DECISION-MAKING

Assignment for this week: Read Chapter 5 in Media Management in the Age of Giants. A book review is due at the start of class on Tuesday.

Reports of Discovery to be presented.

One of the most vital roles of a leader is to be a sound and effective decision-maker. We will talk about some of the analytical tools available for effective decisions, such as Critical Path Method, Program Evaluation and Performance Technique, Break-Even Analysis, and the dynamics of individual versus group decision-making. We also will explore the hidden traps within all of us when it comes to decision-making. Knowledge of these traps will enable you to be a more effective negotiator, decision-maker and leader. We also will discuss the need to understand what business managers refer to as SWOT. You will see how SWOT enables you to plan successful ways to penetrate a market despite competitive pressures.

Seventh Week (March 2 and March 4):

MEDIA ETHICS, REGULATION AND LAWS

Assignment for this week: Read Chapter 6 in Media Management in the Age of Giants.

Reports of Discovery to be presented.

Entire courses are offered on media ethics, regulation and laws, but we are going to try to hit only the most germane aspects of these closely related topics. Perhaps all three could be lumped conveniently under the term "media responsibility." What do we mean by that term? And how do we see the aspects of ethics, regulation and laws affecting journalism in today's era of ownership by large and diverse corporations and by international conglomerates?

A speaker might be scheduled.

Assignment for next week: Prepare for Mid-Term Exam.

Eighth Week (March 9 and March 11):

MID-TERM EXAM on Thursday covering the first eight weeks.

Ninth Week (March 16 and March 18):

No classes because of Spring Break.

Assignment for the week following Spring Break: Read Chapter 7 in Media Management in the Age of Giants. ARE YOU WORKING ON YOUR SEMESTER RESEARCH PAPER?

Tenth Week (March 23 and March 24):

OPERATIONS AND STRUCTURE OF NEWS MEDIA COMPANIES

Assignment for this week: Read Chapter 7 in Media Management in the Age of Giants. Due at the start of class on Thursday is a one-page paper summarizing the subject of your pending research paper and explaining why you are interested in the subject.

Reports of Discovery to be presented.

The way in which businesses are organized greatly affects the style of management that is the most effective in reaching that company's goals. There are several philosophies of organization that businesses customize to fit their particular needs and corporate culture.

A speaker might be scheduled.

Eleventh Week (March 30 and April 1):

BUDGETING/FINANCIAL MANAGEMENT

Assignment for this week: Read Chapter 8 in Media Management in the Age of Giants.

Reports of Discovery to be presented.

Budgeting and financial decision-making will be examined all week. You should be intrigued to discover that a lot of management decisions are expedited by mathematical calculations. The use of balance sheets and of profit and loss statements will be explained, and there will be extensive discussion of the key business concept of "the time value of money." There will be an introduction to the key financial statements:

the balance sheet, the profit and loss statement, and the cash flow statement.

ARE YOU WORKING ON YOUR SEMESTER RESEARCH PAPER?

Twelfth Week (April 6 and April 8):

SALES MANAGEMENT, MARKETING AND MARKET ANALYSIS

Assignment for this week: Read Chapter 9 in Media Management in the Age of Giants. Case study “Escanaba in da Moonlight” will be completed by groups in class.

Reports of Discovery to be presented.

Class discussion will be on the vital role of advertising and promotion in all media companies. It has been said the main reason for most business failures is, simply, lack of adequate sales. Though media companies depend on many sources of revenue, the most important source by far in TV and radio, Internet and many magazines is the sale of advertising. How media managers respond to this need for ad sales is the difference between success and failure.

A speaker might be scheduled. Students will be given a weekend assignment to determine ownership of local media outlets.

Thirteenth Week (April 13 and April 15):

CONSOLIDATION AND CONVERGENCE

Assignment for this week: Read Chapter 10 in Media Management in the Age of Giants. Reports will be due at start of class Tuesday on ownership of local media outlets.

Reports of Discovery to be presented.

Class discussion will be on the rapidly changing nature of the media industry — with dailies increasingly coming under the ownership of publicly traded conglomerates, the development of the Internet, the buying up of radio stations since 1996, the dominance of television, the merging of public relations and advertising firms, the growth in suburban weeklies, and the organizational concepts of clustering and convergence. For better or worse, we are well into an era of consolidation with all of its accompanying strengths and weaknesses of chain ownership.

A speaker might be scheduled. ALERT: Semester Research Paper is due April 20.

Fourteenth Week (April 20 and April 22):

ENTREPRENEURSHIP / BUYING A BUSINESS / START-UPS

Assignment for this week: Read Chapter 11 in Media Management in the Age of Giants.

Reports of Discovery to be presented.

All Semester Research Reports are due at the start of class on Tuesday.

Work for the best person possible—yourself. Many managers go on to become owners. This week’s classes will explore some ownership issues for a media company, such as a weekly newspaper, public relations or advertising firm, Internet operation or radio station.

A speaker might be scheduled.

Fifteenth Week (April 27 and April 29):

TECHNOLOGY AND THE FUTURE

Assignment for this week: Read Chapter 12 in Media Management in the Age of Giants.

We will delve into the challenges facing managers in a world where computer equipment is out of date as soon as you buy it, and yesterday’s computer guru can be as bewildered tomorrow as the rest of us are today. We will look at new technologies emerging in the media industry.

Video: “The Tablet Newspaper: A Vision for the Future.”

Sixteenth Week (May 4 and May 6):

Review with in-class group projects on cases.

Exam Week:

CUMULATIVE FINAL EXAMINATION: 12:30-2:30 on Tuesday, May 11.

Recommended Readings

A brief bibliography of books from different perspectives for book reports and supplemental readings about media management and ownership or for use as research resources:

The New Media Monopoly, Ben H. Bagdikian (Beacon Press, 2004)

Balancing on the Wire: The Art of Managing Media Organizations, James Redmond and Robert Trager (2nd ed., Atomic Dog, 2004)

The Problem of the Media, Robert W. McChesney (Monthly Review Press, 2004)

Understanding Financial Statements: A Journalist's Guide, Jay Taparia (Marion St. Press, 2004)

The News About the News: American Journalism in Peril, Leonard Downie Jr. and Robert G. Kaiser (Vintage, 2003)

Management of Electronic Media, Alan B. Albarran (2nd ed., Wadsworth, 2002)

The Economics and Financing of Media Companies, Robert G. Picard (Fordham University Press, 2002)

Breach of Faith: A Crisis of Coverage in the Age of Corporate Newspapering, ed. by Gene Roberts (University of Arkansas Press, 2002)

Into the Buzzsaw: Leading Journalists Expose the Myth of a Free Press, ed. by Kristine Borjesson (Prometheus Books, 2002)

The Chain Gang: One Newspaper versus the Gannett Empire, Richard McCord (2nd ed., University of Missouri Press, 2001)

The Business of Media, David Croteau and William Hoynes (Pine Forge Press, 2001)

Taking Stock: Journalism and the Publicly Traded Newspaper, Gilbert Cranberg, Randy Bezanson and John Soloski (Iowa State Press, 2001)

Leaving Readers Behind: The Age of Corporate Newspapering, ed. by Gene Roberts (University of Arkansas Press, 2001)

Who Owns the Media? Benjamin M. Compaine, et. al., (3rd ed., Knowledge Industry, 2001)

The Elements of Journalism, Bill Kovach and Tom Rosenstiel (Crown Publishers, 2001)

The Business of Journalism, edited by William Serrin (The New Press, 2000)

Personal History, Katharine Graham (Knopf Publishing, 1998)

Read All About It! The Corporate Takeover of America's Newspapers, James D. Squires (New York Times Books, 1994)

Market-Driven Journalism: Let the Citizen Beware, John McManus (Iowa State Press, 1994)

When MBAs Rule the Newsroom: How the Marketers and Managers are Reshaping Today's Media, Doug Underwood (Columbia University Press, 1993)

Confessions of an S.O.B., Al Neuharth (Doubleday, 1989)

C&J 376

3 credit hours

Media Management

DESCRIPTION

Many C&J courses are predicated on teaching students the skills needed to be a valuable media employee. The intention of this course, however, is to give students some insights into the management and ownership aspects of running a media company. This course is designed to provide students with a broader perspective of journalism, letting them see some of the challenges and practices on the business side of journalism.

MISSION

To introduce students to the basic operational aspects of the business side of journalism.

OBJECTIVES

- Build awareness and understanding of the *First Amendment* and its importance in the operation of the media in an open and free society.
- Develop an appreciation for *ethical ways of thinking* in business and personnel management.
- Develop understanding of the *history and roles of the media* and how that relates to contemporary times.
- Exercise *creative and analytical thinking* and evaluation skills through *research and critical evaluation* of business issues, as exemplified in a term paper.
- Learn how to read and understand *data and statistics* in financial and corporate reports.
- Explain the complex business operations and relationships of media companies.
- Acquaint students with the specialized terminology used in all kinds of businesses.
- Introduce students to business principles for an eventual management or ownership position.