

**JRMC 8200  
Media Management  
Autumn 2008**

Professor:

**Dr. Ann Hollifield**

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Office Hours

Tuesday 10-11 a.m.  
Thursday: 4-5 p.m.  
Also by appointment

Course Times

TH 9:30-12:15 a.m

Michael J. Faherty Broadcast Management Laboratory  
Journalism Bldg., Room 118

*The course syllabus is a general plan for the course; deviations announced to the class by the instructor may be necessary.*

**Overview:**

This course will be a theory-to-practice course. The class will explore management theories and methods that can be used to understand the behavior and performance of media and communication industries and organizations and the people within them. The seminar will focus on current research on media management and current events in media management, as well as emerging directions in the field. The course will help students synthesize their work in communication theory and methods and learn how they can apply that to understanding the behavior of media industries or specific media organizations. The course also will give students practical experience in conducting both theoretical and applied management research for purposes of media product and programming development.

**Objectives:**

Upon completion of this course, students should:

- 1) Understand the functioning of media markets, industries and organizations and the economic, management, and political factors that influence them.
- 2) Be familiar with the primary theoretical and methodological approaches used to study organizations in media and other communication industries.
- 4) Be able to design and conduct a theoretically driven research project that examines some economic or management issue that is important either to the Mass Communication field *or* to the daily management of a media organization, or both
- 5) Complete a research project that will give course participants a conference paper/publication and will be applicable to a significant organizational problem

**Required Texts:**

Albarran, A.B., Chan-Olmsted, S.M., & Wirth, M.O. *Handbook of Media Management & Economics*. Mahwah, N.J.: Lawrence Earlbaum.

**American Psychological Association Style Guide**

**Required free online media industry trade publications:**

*Cynopsis*

*Mediapost: Research Brief, Media Daily News, Around the Net in Media*

**ELearning Common**

The class will use ElearningCommons. All participants are responsible for checking the Elearning Commons site or their email **daily** to look for notices, bulletins or other class-related information. You are responsible for all information disseminated through the course-designated electronic medium.

**Grading:**

The course grade will be based on the completion and quality of work on the assigned projects, and class participation, including attendance and meaningful contributions to the class discussion.

Attendance/Participation	10%
Exams	50%
Research project:	40%
Literature Review	(10%)
Data Collection and Analysis	(20%)
Contribution to final paper/presentation	(10%)

A	93.0-100%	C+	76.0-79.995
A-	89.995-92.995	C	73.0-75.995
B+	86.0-89.995	C-	69.995-72.995
B	83.0-85.995	D+	66.0-69.995
B-	79.995-82.995	D	63.0-65.995
		D-	59.995-52.995

**Assignments**

Papers should be typed, double-spaced in 10 or 12 point fonts. Papers, including tables and figures, **must be prepared using APA style and will be graded accordingly.**

**Weekly papers.** Weekly papers must be posted to ELearningCommons by 5 p.m. the day before class. **Late Weekly papers will not be accepted.**

**Ethical Standards**

*All academic work must meet the standards contained in "A Culture of Honesty." Each student is responsible to inform himself or herself about those standards before performing any academic work.*

Professional academic standards regarding citation and attribution for all ideas, work and research that did not originate with you will be observed. Failure to properly credit authorship of

ideas, work and research constitutes plagiarism and will be treated as such. **I will consider it plagiarism if you use more than FOUR CONSECUTIVE WORDS from a single source without putting quotations around those words and putting the citation, including page number, at the end of the sentence in which the quotation is used. Additionally, I will consider it plagiarism if you use any idea, argument, data, or other material, even if not used verbatim, without the use of a citation at the end of the sentence in which the idea argument, data or other material appeared.** Any paper that is found to contain material lifted directly from sources without proper use of quotation marks and citations, or that contains fabricated data or analysis, will be immediately referred to the university's Office of Instruction for investigation as an academic dishonesty case.

You are encouraged to work together on projects, to share ideas and to learn from one another. You may not, however, turn in identical or nearly identical papers with different names on them. You also may not divide work among you, such as in readings analysis. Each person is responsible for doing all of the reading assigned to him or her. Finally, you may NOT turn in a paper to this class that is or has been prepared and submitted as part of the course requirement for another class.

**NOTE:** Should a graduate student be found in violation of the university's standards of academic, the *minimum* penalty that Dr. Hollifield will assign is **an "F" in the entire course, regardless of the amount of value of the assignment in which the academic dishonesty occurred, with a notation on your transcript that you failed the course as the result of academic dishonesty.** **NO EXCUSE** will be accepted as justification for an act of academic dishonesty.

**Communication:** Communication is a key professional skill. Please alert me to problems or issues that may interfere with your performance in the class. I recognize that everyone in this course is an adult with responsibilities besides school. There are no problems that we can't solve together.

### **Notice for Students with Special Needs**

Any student who is working with the any of the University's Offices of Disability Services and who needs special consideration in assignments should let me know as soon as possible. Additionally, any student who needs this syllabus and/or other materials made available to him/her in a format other than a standard printed format -- such as in Braille or on tape -- should let me know.

### **Religious Holidays**

During Autumn semester, there are a number of Jewish and Islamic holidays. Such holidays are, of course, excused for students of those respective faiths. Please let me know in advance if you will need to be absent.

**Class Schedule and Reading List**  
**Subject to Change**

<b>Week</b>	<b>Topic</b>	<b>Readings</b>
Aug. 20	Background and Current Issues in the Media; Research Project	
Aug. 27	Introduction to Research Design and Planning	<b>Handbook:</b> 24 & 25
Sept. 3	Economic Theory	<b>ELearning Readings:</b> Priest, C. (1994); <b>ELearning Readings:</b> Hollifield, (2006); Becker, Hollifield, Jacobsson, Jacobsson, & Vlad (2009). <b>Due: Appointment schedule for interviews</b>
Sept. 10	Media Management Theory	<b>Handbook:</b> Chapters 1, 3
<b>Sept. 17</b>		<b>Work Week for Project. Interview Week</b>
Sept. 24	Law, Policy, & Regulation	<b>Handbook:</b> Chapter 5 ELearning Readings TBA
Oct. 1	Structural Theories	<b>ELearning Readings: McGrath (2006); Picard &amp; Van Weezel (2008)</b> <b>Due: Interview Transcripts</b>
Oct. 8	Strategic Management Theories I/O Model, RBV Model, Value Chain Model	<b>Handbook:</b> Chapter 8
Oct. 15	Globalization & Transnational Management	<b>Exam 1</b> <b>Handbook:</b> Chapters 10 & 21 <b>Elearning:</b> Hollifield.
Oct. 22	Technology, Convergence, & Innovation	<b>Handbook:</b> Chapters 12 & 20 <b>Elearning/Ebsco:</b> Kung, (2004); Saksena, S. & Hollifield, C.A. (2002). <b>Course Withdrawal Deadline</b> <b>Due: Individual Version of Literature Review</b>
Oct. 29	Programming, Product Management & Branding	<b>Handbook:</b> Chapters 9, 11 & 18 <b>ELearning:</b> Bae, (2000); McDowell & Dick (2002)
Nov. 5	Audiences/Consumers	<b>Handbook:</b> Chapter 27 <b>ELearning/Ebsco:</b> Napoli, P. (2002); Napoli, (2003).
Nov. 12	Human Relations, Leadership, and Labor Force	<b>Handbook:</b> Chapter 6 <b>Elearning/Ebsco:</b> Breed (1955); Becker, Vlad, & Martin (2006).
Nov. 19	Financial Management	<b>Handbook: Chapter 7</b> <b>ELearning/Ebsco: Owers &amp; Alexander; Kolo &amp; Vogt</b> <b>Exam 2</b>
Nov. 26	<b>NO CLASS Thanksgiving</b>	
Dec. 3	<b>Final Paper Presentation</b>	<b>Due: Final conference paper</b>

## Course Bibliography Readings on WebCT

- Bae, H. S. (2000). Product differentiation in national TV newscasts: A comparison of the cable all-news networks and the broadcast networks. *Journal of Broadcasting & Electronic Media*, 44 (1), 62-77.
- Becker, L.B., Hollifield, C. A., Jacobsson, A., Jacobsson, E.M., & Vlad, T. (2009). Examining the suspected adverse effects of competition on media performance. *Journalism Studies*.
- Becker, L. B., Vlad, T., & Martin, H. J. (2006). Change and stability in the newspaper industry's journalistic labor market. *International Journal on Media Management*, 8, 39-49.
- Breed, W. (1955). Social control in the newsroom: A functional analysis. *Social Forces*, 33(4), 326-335.
- Dimmick, J. (2003). The theory of the niche. In *Media Competition & Coexistence* (pp. 23-42). Mahwah, N.J.: Lawrence Earlbaum.
- Hollifield, C. A. (2006). News media performance in hyper-competitive markets: An extended model of effects. *International Journal on Media Management*, 8, 60-69.
- Kueng, L. (2004). What makes media firms tick? Exploring the hidden drivers of firm performance. In R. G. Picard (ed.), *Strategic Responses to Media Market Changes* (pp. 65-82). Joenköping, Sweden: Media Management and Transformation Centre, Joenköping International Business School. JIBS Research Reports No. 2004-2.
- McDowell, W. S., & Dick, S. (2003). Has lead-in lost its punch? An analysis of prime-time inheritance effects: Comparing 1992-2002. *International Journal on Media Management*, 5 (4), 285-293.
- McGrath, R. G. (2006). Beyond contingency: From structure of structuring in the design of the contemporary organization. In S. R. Clegg, C. Hardy, T. B. Lawrence, & W. R. Nord (eds.). *The SAGE handbook of organization studies* (2<sup>nd</sup> ed. pp 577-596). Thousand Oaks, CA: Sage.
- Napoli, P. M. (2002). Audience valuation and minority media: An analysis of the determinants of the value of radio audiences. *Journal of Broadcasting & Electronic Media*, 46, (2), 169-184.
- Napoli, P.M. (2003). Chapter 1: The Audience Marketplace. In *Audience Economics: Media institutions and the audience marketplace*. New York, N.Y.: Columbia University Press.
- Owers, J., & Alexander, A. (2009). Corporate Restructuring in the Media Industries: Mergers and Acquisitions and Divestitures. Paper presented to the Association for Education in Journalism & Mass Communication, Boston, MA
- Picard, R. (2007). Natural Death; Euthanasia, and Suicide: The Demise of Joint Operating Agreements. *Journal of Media Business Studies* 4 (2), 41-64.
- Picard, R., & Van Weezel, A. (2007). Capital and control: Consequences of different forms of newspaper ownership. Paper presented to the Association of Education in Journalism & Mass Communication, Washington, D.C., August.
- \*Priest, C. (1994). An Information Framework for the Planning and Design of "Information Highways". Also online at: [http://www.eff.org/Groups/CITS/Reports/cits\\_nii\\_framework\\_ota.report](http://www.eff.org/Groups/CITS/Reports/cits_nii_framework_ota.report)
- Saksena, S. & Hollifield, C.A. (2002). Managing Innovation: U.S. Newspapers and the Development of Online Editions. *International Journal of Media Management*, 75-84.
- Shrikhande, S. (2001). Competitive strategies in the internationalization of television: CNNI and BBC World in Asia. *Journal of Media Economics*, 14 (3), 147-168.
- Straubhaar, J. D. (1991). Beyond media imperialism: Assymetrical interdependence and cultural proximity. *Critical Studies in Mass Communication*, 8, 39-59.