

JOUR 4280 & 5280 Media Management • Spring 2020

GRADUATE STUDENT SYLLABUS

Professor	Neil Foote
Classroom	UNT Internet Course
Class times	Online
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Course Description

Welcome to this 100% Internet/Online Course!

Every day we're reading about the major changes that are affecting daily journalism. Layoffs, buyouts, consolidations and the search for new business models are on top of every media executive's mind. This course introduces media management issues including leadership, management, marketing and budget. One of the goals of the course is to arm you with analytical tools to help you understand the current state of media, and to help develop new models for the future. We will read, discuss, listen, observe, analyze and make recommendations about how media has changed, what's going on now and how we can change it for the future. Throughout the course, you will have a chance to meet and discuss current issues and trends with media executives.

Here's how the course will work:

- You will choose a media company in the DFW area or Texas that you will analyze.
- This can be any of the following types of companies: newspaper, TV station, radio station, digital publication, PR agency, advertising agency, digital media agency or social media agency.
- The syllabus will offer you a wide range of readings based off my research into these various areas. But you are highly encouraged to find additional resources – articles, reports, data – to assist you in this project.
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Course objectives

- To examine the most important issues facing media managers.
- To identify methods and tools to analyze media companies, their managers and executives.
- To assess the skill of effective leadership and decision-making skills of media managers.
- To create and complete effective analysis of media companies.

Honor code

Student Standards of Academic Integrity (see "Policies" in the Undergraduate Catalog) specifically addresses acts of academic dishonesty including cheating and plagiarism. I prefer to consider this an Honor Code. When you submit work for this class, that is the same as making a statement that you have produced the work yourself, in its entirety. Plagiarism, copyright infringement, and similar uses of another person's work are unacceptable. This is also true of

fabrication. Anything taken from the internet (or any other source) should not just be paraphrased, but should be rewritten in your own words incorporating your own ideas.

You'll receive a "zero" for any work that is the result of plagiarism or cheating and will not be allowed to revise the work. The situation may also be reported to the Office of Academic Integrity, and you may be required to reapply to be a major in the Mayborn School of Journalism. Depending on the weight of the assignment, you could fail the course. Your enrollment in this class presupposes your commitment to this Honor Code. If you have any questions about your responsibility or my responsibility as a faculty member under this Honor Code, please bring them to me or discuss them with someone in the Office of Academic Integrity.

Special accommodation. If a student requires special accommodation, he/she should contact the instructor of this class and the Office of Disability Accommodation. Please do so at the beginning of the semester.

Diversity. The Accrediting Council for Educators in Journalism and Mass Communication (ACEJMC) accreditation standards require that diversity be incorporated into the curriculum. The University of North Texas Department of Journalism is an accredited program.

Required Readings:

[Reuters Digital News Report](#) 2019 - Free download

[The Expanding News Desert](#), by Penelope Muse Abernathy, Knight Chair in Journalism and Digital Media Economics - Free download

Boo

Software & Apps

[UNT - LinkedInLearning](#)

Course Requirements

Deadlines

Writing on deadlines is a key component of advertising, journalism and public relations. Assignments must be readable and formatted as required for the specified medium.

Reading assignments

Readings should be completed prior to class meeting. Articles and/or review of certain websites will be assigned. Weekly readings may include last minute articles and tweets as they relate to the class.

Writing requirements

The Associated Press Stylebook is the grammar, punctuation, spelling and usage guide for this class. Work products must “look” finished, be ready for actual use (without mistakes or errors) and demonstrate critical thinking and knowledge of best practices.

Assignments

All assignments must be submitted electronically on Canvas. They should be typed, double-spaced, with 12-point font, follow AP style and must use proper grammar, spelling, and punctuation. Here's a list of the assignments:

Future of Media Essay (50 points)

You will be required to write up to a 500-word essay offering your insights on the future of media. You will write in third-person voice, avoiding the use of the word ‘I’ and your essay will be graded, using the following rubric:

- 40% - Supporting your insights with references from the readings (in-text citation acceptable)
- 25% - Clarity of your writing
- 20%- Proper use of grammar, spelling and punctuation
- 15% - How well your thoughts and paper are organized.

Case Studies (2 @ 100 points each)

Here are several tips in completing this case study assignment: 1) Read the entire case first; 2) Read it a second time with your question in mind; 3) Answer the question, referencing key elements from the case and justifying it with any of the course readings or outside research. Your answer will be graded based on the following rubric:

- 40% - Supporting your insights with references from the readings, class notes, and watching the assigned video (link provided in the assignment)
- 25% - Clarity of your writing
- 20%- Proper use of grammar, spelling, and punctuation
- 15% - How well your thoughts and paper are organized

Discussions (100 points)

Each student is required to post (roughly 200-300 words) discussing the reading/lecture content. Specifically, this will include responding to the specific discussion questions and thoughts put forth by the instructor within the learning module or as a response to a writing assignment. These responses should also have a clear thesis and correct grammar to receive credit. For each discussion post, you must reply to at least two (2) other classmates' posts.

Midterm Industry Analysis (150 points)

Each person will be required to choose a media company to analyze from print (newspapers or magazines), broadcast (TV, radio, podcasting, satellite, cable,

streaming platform/services), Digital (web-only publications); Public Relations/Advertising agency (traditional or digital). You will submit a 1,000 to 1,500-word analysis about the industry in which their company is located, e.g. if you have chosen a newspaper, then you will do a detailed analysis of the newspaper industry; the market in which the newspaper is located and the critical issues within the industry. The goal is for you to have a contextual understanding of what's going on in the industry and that market where the publication is located before you conduct your interviews with the company's executives. You may draw from our readings, class lectures and presentations or relevant industry publications or materials.

- 30% - Research including class readings and other industry/academic sources
- 25% - Supporting your research with references from the readings, class notes, and watching the assigned video (link provided in the assignment)
- 20% - Clarity of your writing
- 15%- Proper use of grammar, spelling, and punctuation
- 10% - How well your thoughts and paper are organized

Media Industry Book Summary and Analysis (100 points)

You are expected to choose a book from a list of recommended books or one of your choosing. You must submit the name of your first and second choice book that you want to read by 11:59 p.m. Feb. 3 so that I may approve it. I want to avoid everyone choosing the same book. For this assignment, you must:

- Write up to a 800 to 1000 words, double-spaced summary and analysis
- Summarize the major themes in the book
- Discuss at least three key points the author makes
- Apply one of the key issues from the course's readings that relate to the book's subject-matter

- 30% - Research including class readings and other industry/academic sources*
- 25% - Supporting your research with references from the readings, class notes, and watching the assigned video (link provided in the assignment)*
- 20% - Clarity of your writing*
- 15%- Proper use of grammar, spelling, and punctuation*
- 10% - How well your thoughts and paper are organized*

Guest Speaker Journals (4 @ 25 points each, totaling 100 points)

Over the course of the past year, I have conducted interviews with media executives. You are expected to listen to these podcasts available on Canvas and SoundCloud.com. You also can download them to listen to them at a later date. You will write a 300 – 500-word reflection/summary of the person's key points, quoting him/her directly and tying the comments to any of our readings, class notes or discussions. The journals are due by 11:59 p.m. Monday.

Final Project (400 points) GRADUATE STUDENTS

You will expand upon your midterm analysis, drawing from the additional class readings, class notes and discussions. You will be required to interview senior-level executives and/or managers at your media company to respond to specific questions that relate to how the company is adapting in an era of digital disruption. You write this final paper as if you were presenting to the company's executives. It must be at 2,000 to 2,500 words, double-space and type written. You must apply a quantitative (e.g. statistical analysis, survey) or qualitative (extensive research with multiple subjects) research method.

25% - Interviews with the company executives

20% - Supporting your research with references from the readings, class notes, reports, other scholarly and/or industry documents

15% Teamwork – you will do a self-assessment and submit it as part of your final project

15% - Clarity of your writing /Organization

10% Final Presentation

10%- Proper use of grammar, spelling and punctuation

ASSIGNMENT	POINTS
Future of Media Essay	50
Media-industry book summary and analysis	100
Case Study: Hulu: Redefining the Way People Experience TV	100
Midterm – Company Analysis	200
Guest Speaker Journals (4 @ 25 points)	100
Blackboard Discussions	100
Final Project	300
TOTAL POINTS	1,000

Grading scale

<u>Grade</u>	<u>%</u>
A	90 - 100
B	80 - 89.9
C	70 - 79.9
D	60 - 69.9
F	< 60

Class schedule

This schedule is subject to change. You are responsible for all assignments and deadlines – even if they differ from this schedule.

Week 1 - January 13

Module- Introduction and Class Requirements

This week's readings

You will get an overview of many of the key issues and trends affecting the industry.

From Pew Institute's "State of the News Media" Report, you will read about media performed last year. You will get a detailed analysis of newspaper, digital media, radio, television, local TV, podcasting, and ethnic media.

Ken Doctor, a veteran media analyst, shares his insights about what happened to the news business in 2018 - and what these trends might mean for the newspapers in the future.

The NiemanLab's reading is a collection of essays from reporters, editors and other industry analysts who discuss their predictions about the future of media.

[**Newsonomics: 18 lessons for the news business from 2018**](#), by Ken Doctor

[**State of the News**](#) Media, Pew Research

[**Predictions**](#) for Journalism 2019

(NOTE: This a collection of essays. Read several and make sure you refer to them in your essay due for the class. You may find of these essays useful for the other research in this class)

Assignments

- Discussion Post #1 – Tell Us About Yourself – Due 11:59 p.m., Jan. 15
- Assignment #1 - Future of Media Essay – Due 11:59 p.m., Jan. 19

Week 2 - January 20

Module 2: Disruptive Innovation: What is disruptive innovation? How does it affect traditional media companies? How have traditional media companies responded? Discussion of media company analysis project.

Overview

This week you will learn about the concept of "disruptive innovation" and the impact of disruption on media. We will hear from the originator of the concept of disruptive innovation and another industry leader who has founded a company that has spent years inspiring companies to think more creatively and innovatively. We will learn

innovation is affecting traditional media companies? How have traditional media companies responded?

Defining disruptive innovation

["What is disruptive innovation?" by Clayton M. Christensen, Michael E. Raynor, and Rory McDonald, Harvard Business Review \(Links to an external site.\)](#)

Please watch the following video by Clayton Christensen to hear in his own words what "The Innovator's Dilemma" is, what disruptive innovation is and why this is an important business concept.

VIDEO:[Clayton M. Christensen, The Innovator's Dilemma \(YouTube\)](#)

Understanding the role of innovation and creativity in companies

The following two pieces are by Tom Kelley, one of the founders of [IDEO.com \(Links to an external site.\)](#), a company that offers training and consults companies on how to get its management and its employees to become more creative. As you read these articles, think about how some of these concepts apply to media companies:

- ["The 10 Faces of Innovation " by Tom Kelley of IDEO \(Links to an external site.\)](#)
- ["Why Creativity is like Karaoke?", by Leigh Buchanan, editor-at-large, Fast Company Magazine \(Links to an external site.\)](#).

How media companies are embracing innovation

These articles explore how some media companies are taking action to be more creative and adapt their traditional business models to become more relevant.

[The International News Media Association \(Links to an external site.\)](#) (INMA) has members who work for media companies around the world. This article compiles some of the best practices of how media companies are experimenting with creative approaches:

[8 media brands share best practices \(Links to an external site.\)](#)

Newsonomics.com is a website run by Ken Doctor, a veteran media analyst who tracks industry trends and consults with media companies around the world. In this article, Ken discusses the implications of several recent media consolidations on the future of media.

[Newsonomics: These Are The 3 Fault Lines Redrawing The U.S. Media Business \(Links to an external site.\)](#)

Assignment

- Discussion Post #2, Due 11:59 p.m. Jan. 22

Week 3 January 27

Module 3: Audience Engagement & Metrics

Overview

This week you will learn about how media companies are developing new methods to measure their success. The old metrics are changing. For newspapers, it used to be circulation. For TV stations, it used to be viewership. Now, as readers and viewers increasingly go online or use mobile devices to access content, media companies have to find ways to engage their audiences in more interesting and creative ways to drive more readers and viewers to satisfy the needs of advertisers. It's advertisers who are spending thousands, if not, millions of dollars to reach their targeted audiences. They are wanting media companies to provide more thorough metrics on who is reading what and when.

ASSIGNMENT:

Special Report & Video

[Guide to audience revenue and engagement \(Links to an external site.\)](#), By Elizabeth Hansen and Emily Goligoski.

Guide To Audience Revenue and Engagement offers detailed strategic and tactical advice to digital news publishers who want to grow their sources of direct audience revenue (including membership, subscription, and donation) while strengthening their journalism and deepening their relationships with readers. The report's findings are based on hundreds of interviews and visits with news sites over three years.

Please watch the video where the researchers explain and discuss the report.

[\(YouTube\) Tow Center: Guide to Audience Revenue and Engagement](#)

How newspapers are using audience engagement

[10 Newspapers That Do It Right 2018 \(Links to an external site.\)](#): Recognizing Success in Pioneering Newsrooms, Advertising Growth, and Community Engagement, by Nu Yang and Jesus Ruiz

[The audience engagement \(Links to an external site.\) industry struggles with measuring success](#), by Jacob L. Nelson

[What are the seven "Table Stakes" essentials? \(Links to an external site.\)](#)by Tim Griggs

Assignment

- Discussion Post #3 on Audience Engagement, Due 11:59 p.m. Jan. 29

Week 4 – February 3

Module 4: Business Models

Overview

This week you will learn about how media companies are developing new business models to sustain and hopefully, grow their organizations. You will learn that traditional methods of generating revenue still exist, but newer, more creative approaches are quickly evolving, challenging media managers to change the way they do business.

An overview of business models

[Digital journalism \(Links to an external site.\)](#) and business models, by the European Federation of Journalists. NOTE: This article offers an overview of the business models. It uses examples from European media.

The impact of paywalls

[Paying for Digital News \(Links to an external site.\)](#) - American Press Institute Report
[Paying for News and the Limits of Subscription \(Links to an external site.\)](#), by Richard Fletcher, research fellow, Reuters Institute

[Even people who like paying \(Links to an external site.\)](#) for news usually only pay for one subscription, By Laura Hazard Owen

[Paths to Subscription \(Links to an external site.\)](#): Why Recent Subscribers Chose to Pay for News, by The Media Insight Project. Read the report and watch the video embedded in this report.

New approaches to advertising

[Guide \(Links to an external site.\)](#) to Native Advertising, by Ava Sirrah

[Digital Advertising \(Links to an external site.\)](#) Trends To Watch In 2019 And Beyond, By Krystle M. Davis

Digital Advertising—And [The Rise Of Data \(Links to an external site.\)](#)—Reach A Milestone, by Phil Cowlshaw

[The Future \(Links to an external site.\)](#) of Digital Advertising, by DEG Digital

ASSIGNMENTS

- Discussion Post #4 on Business Models, Due 11:59 p.m. Feb. 5.
- **Journal Post #1**, Due 11:59 p.m. Feb. 9 – Mike Orren, president, Belo Intel

Week 5 – February 10

Module 5: Social Media Strategies & Measurement

Overview

This week you will learn about the critical need for media managers to create strategies for social media and how best to measure its effectiveness. Media managers need to carefully think about each platform, how best to use it and decide what success looks like.

An overview of the best uses of social media

Here's an article - [Reinvent \(Links to an external site.\)](#) your social media strategy . This article is about making the most out of platforms like Facebook, Twitter and Instagram by being deliberate when it comes to amplifying content and engaging with audiences.

Please watch this webinar:

[\(YouTube\) 5 ways to use social media](#)

Effective use of social media

[A framework \(Links to an external site.\)](#) for increasing business value from social media, By Marina Trkman and Peter Trkman

Please watch this video:[\(YouTube\) Inside the social media strategy for The Financial Times](#)

Approaches to social media

[The Strategy Behind TikTok's Global Rise \(Links to an external site.\)](#), by Rebecca Fannin
[The Basic Social Media Mistakes Companies Still Make \(Links to an external site.\)](#), by Keith A. Quesenberry

[How The Wall Street Journal's \(Links to an external site.\) Facebook strategy helped double social subscriptions \(Links to an external site.\)](#)

[How to Perform \(Links to an external site.\) a Social Media Competitive Analysis](#)

ASSIGNMENTS

- Discussion Post #5 – Social Media Strategy - Due 11:59 p.m. Feb. 12.

Week 6 – February 17

Module 6: Mobile Apps, Podcasting & Smart Speakers

Overview

As we've discussed throughout this class, digital disruption is changing the way media managers are running their companies. The rapid rise of mobile, podcasting and smart

speakers is offering managers another set of tools they can use to reach readers, viewers, and customers.

Readings

An overview of emerging technologies

[Read the 2019 Digital News Report](#), published by the Reuters Institute for the Study of Journalism, offers several insights into current and future trends.

The future of news

[The future of news \(Links to an external site.\) is humans talking to machines \(Links to an external site.\)](#), by Trushar Baro
[Smart Speaker \(Links to an external site.\) Use Is Growing. Will News Grow With It?](#)

The future of public relations

[How voice technology could transform PR and marketing \(Links to an external site.\)](#), By Dorothy Crenshaw

The role of voice and smart speakers

[What Companies Should Consider Before Investing in Smart Speakers \(Links to an external site.\)](#), by Gokhanedge Ozturk and Shri Santhanam
[What the rise of the smart speaker \(Links to an external site.\) might mean for podcasts \(and on-demand audio in general \(Links to an external site.\)\)](#), By Nicholas Quah

Podcasting's current and future role

[Listen to the Podcasting Consumer 2019](#) podcast

ASSIGNMENT

- Discussion Post #6 Due 11:59 p.m. Feb 19
- **Journal Post #2**, Due 11:59 p.m., Feb. 23 – Tina Young, founder/CEO, MarketWave

Week 7 – February 24

Module 7: Emerging Technologies

Overview

Technology is changing quickly. How media managers understand what some of the key trends are and how best to use them in their organizations is critical. This week we'll be exploring some of the new technologies emerging, including the role of Artificial Intelligence and wearable technology.

Watch

This is Amy Webb, a futurist, who provide an annual report about which technologies are going to change the way we communicate, gather information, share content and interact with advertisers. You can download the Future Today Institute's [full report \(Links to an external site.\)](#) for greater detail.

Readings

AI & AR

[10 things every newsroom know about AI \(Links to an external site.\)](#), by Tom van de Weghe
[Virtual, Augmented \(Links to an external site.\) and Mixed Reality \(Links to an external site.\)](#),
Reuters Digital News Report

[Artificial Intelligence: A Strategic Disruption in Public Relations \(Links to an external site.\)](#), By
Geetanjali Panda, Ashwani Kumar Upadhyay, Komal Khandelwal

[Mark Zuckerberg \(Links to an external site.\), in his own words, on why AR is Facebook's next big platform bet \(Links to an external site.\)](#)

Wearable Technology

[The New York Times' \(Links to an external site.\) long view on wearables \(Links to an external site.\)](#)

[Wearable Technology \(Links to an external site.\) and the News: A Q&A with Robert Hernandez \(Links to an external site.\)](#)

[The next stage \(Links to an external site.\)in the battle for our attention: Our wrists \(Links to an external site.\)](#), by Jack Riley, Nieman Labs

ASSIGNMENT

- Discussion Post #7 on Emerging Technologies Due 11:59 p.m. February 26
- Midterm Company Analysis is due on Canvas by **11:59 p.m., Thursday, March 4.**

Week 8 - March 9

Module 8: SPRING BREAK – MARCH 9 - 13

Week 9 – March 16

Management & Leadership Styles

Overview

Managing change is what every manager expects. Nowadays, leaders have to be agile to manage disruption and figure out how to constantly innovate.

Readings

- [Building the Right Ecosystem \(Links to an external site.\)](#) for Innovation, by Nathan Furr and Andrew Shipilov, MIT Sloan Management Review
- [Fostering Employee Innovation \(Links to an external site.\)](#) at a 150-Year-Old Company, by Monika Lessl, Henning Trill and Julian Birkinshaw
- [How to select and develop \(Links to an external site.\) individuals for successful agile teams: A practical guide](#), By [Wouter Aghina \(Links to an external site.\)](#), [Christopher Handscomb \(Links to an external site.\)](#), Jesper Ludolph, Dave West, and Abby Yip
- [Cultural Change That Sticks \(Links to an external site.\)](#), by Jon R. Katzenback, Ilona Steffen and Caroline Kronley
- [The 4 Leadership Styles \(Links to an external site.\)](#), and How to Identify Yours, by Bill Taylor

ASSIGNMENT

- Discussion Post due on Management and Leadership Styles is due on Canvas by **11:59 p.m., March 18**
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Week 10 - March 23

Module 10: Defining Innovative Leadership

Overview

This week you will be learning about what kinds of skills you need as a media manager to lead disruptive change and innovation.

Readings

Tom Kelley is one of the most recognized leaders in innovative leadership and design thinking. His "[The 10 Faces \(Links to an external site.\)](#) of Innovation" is an excellent framework to analyze what types of leaders are needed to run companies during disruptive periods.

[Building the Right Ecosystem \(Links to an external site.\)](#) for Innovation, by Nathan Furr and Andrew Shipilov, MIT Sloan Management Review

[Fostering Employee Innovation \(Links to an external site.\)](#) at a 150-Year-Old Company, by Monika Lessl, Henning Trill and Julian Birkinshaw

[How to select and develop \(Links to an external site.\) individuals for successful agile teams: A practical guide](#), By [Wouter Aghina \(Links to an external site.\)](#), [Christopher Handscomb \(Links to an external site.\)](#), Jesper Ludolph, Dave West, and Abby Yip

[Cultural Change That Sticks \(Links to an external site.\)](#), by Jon R. Katzenback, Ilona Steffen and Caroline Kronley

[The 4 Leadership Styles \(Links to an external site.\)](#), and How to Identify Yours, by Bill Taylor

Assignment

- Discussion Post #8 on Innovative Leadership, due 11:59 p.m. March 25
- **Journal Post #3** – Due 11:59 p.m., March 29, Alfredo Carbajal, managing editor, Al Dia Texas/Dallas Morning News and immediate past president, American Society of News Editors

Week 11 – March 30

Module 11: Strategic Planning & Market Analysis

Overview

To effectively lead innovative change, media managers need a plan to succeed. This week's readings are designed to understand some basic principles about planning, market research and competitive analysis.

Readings

[The Number One \(Links to an external site.\)](#) Strategic Planning Exercise You Must Do Before the End of the Year. By David Burkus, Inc. magazine

[6 Steps to Make Your Strategic Plan Really Strategic \(Links to an external site.\)](#), by Graham Kenny

[Public relations and social media \(Links to an external site.\)](#): Deliberate or creative strategic planning, by Francine Charest, Ph.D., Johanie Bouffard, E,a Zajmovic

[Turning Strategy Into Results \(Links to an external site.\)](#), by Donald Sull, Stefano Turconi, Charles Sull and James Yoder

- This article discusses the strategic plan for the Texas Tribune

[A decade in, the Texas Tribune pursues the rest of its audience \(Links to an external site.\)](#), By Chris O'Connell

Assignment

- Discussion Post #9 on Strategic Planning Due 11:59 p.m. April 1
- Media-Related Book Summary & Analysis, Due 11:59 p.m. April 5

Week 12 – April 6

Module 12: Budgeting & Financial Forecasting

Overview

While many media managers hate the budgeting process, it is an essential task that all managers must embrace. This week we discuss some basic concepts to help you better understand the fundamentals of creating a budget and what your role is as a manager to create a budget that best achieves the goals of your organization.

Readings

[Understanding financial statements \(Links to an external site.\)](#), by Chris Roush, for the Harvard University Shorenstein Center on Media, Politics and Public Policy

[Accounting and budgeting tips for journalism entrepreneur \(Links to an external site.\)](#)s, by James Breiner

PowerPoint

This [PowerPoint](#) on budgeting summarizes some key points about what budgeting is and how you prepare a budget.

Assignment

- **Discussion Post #10 on Budgeting** – Due 11:59 p.m., April 8 – What do media companies have to do to adjust their budgets to better prepare themselves for digital disruption?
- **Journal Post #4** – Due 11:59 p.m., April 13 – To come.

Week 13 – April 13

Module 13: Digital Disruption and Broadcasting

Overview

Media companies owning broadcast properties are trying to adapt to a new world where streaming is driving how people look at content anywhere, anytime on any device. We'll take a look at how traditional broadcast is changing, and what broadcast companies are doing to transform their approach to distribution and engagement with their audiences.

Readings

[The State of OTT \(Links to an external site.\)](#), Comscore. Follow the link to download and read this report addresses the following issues:

- How has OTT viewing behavior changed year-over-year?
- How does OTT viewing compare to live TV, DVR and video on demand?
- Which OTT device type has experienced the most growth?
- Who are the leading players in streaming and how big is their piece of the pie?
- What do the OTT viewing habits of cable/satellite subscribers, cord-cutters and “cord-nevers” look like?

BCG Consulting Report on [The Future of Television \(Links to an external site.\)](#)

- Battle of the Streaming Services

[Who will win the streaming wars \(Links to an external site.\)?](#) By Ryan Faughnder, Los Angeles Times

[Disney+ isn't really the beginning of the streaming wars \(Links to an external site.\)](#) – the next year is just a warm-up, by Alex Sherman, CNBC.com.

Watch [this video \(Links to an external site.\)](#) that offers a snapshot of all the streaming companies now competing against each other.

Discussing Local TV

[Disrupting TV Business Model \(Links to an external site.\)](#) in Fox's Blood, by Jon Lafayette, Broadcasting & Cable

[How Can Local TV Fix It's Problem \(Links to an external site.\)](#), by Laura Hazard Owen, NiemanLab

[The 10 Ten Burning Issues in Local TV \(Links to an external site.\)](#), by Jeff Sarult, Comscore

ASSIGNMENT

- **Case Study, Due 11:59 p.m., April 19**
 - Hulu: Redefining the Way People Experience TV. Post answers to Discussion board on Canvas.

Week 14 - April 20

Module 14 – Diversity, Talent and Development

Overview

Diversity, equity and inclusion are critical components of a media company's success. As the country becomes increasingly diverse, it is more necessary that media companies hire teams that offer a wide spectrum of ideas from all walks of life, race, culture, and ethnicity. This week we will explore and discuss these issues.

Readings

[Decades of Failure \(Links to an external site.\)](#), by Gabriel Arana, Columbia Journalism Review

[The Status of Women \(Links to an external site.\)](#) in **Media 2019**, Women's Media Center
Why cultural diversity regardless (Links to an external site.) of race is important to a company's success, by Yuri Boykiv, co-founder and CEO, Gravity Media. This is an essay published in Inc. Magazine

[Why Diversity in Hiring \(Links to an external site.\)](#) Is Only One Part of the Puzzle, By Aleah Warren , Fast Company magazine

[Why Diversity \(Links to an external site.\)](#) Programs Fail, By Frank Dobbin and Alexandra Kalev, HBR

[7 Practical Ways \(Links to an external site.\)](#) to Reduce Bias in Your Hiring, by Rebecca Knight, HBR

Assignment:

- Discussion Post #10, Due 11:59 p.m. April 22.

Week 15 - April 27**Overview**

This week you will be focused on finalizing your final project. The goal is for you to draw from our many readings, videos and discussions to write a final project that offers a thorough analysis of the media company you have chosen.

ASSIGNMENT: Post Final project on Canvas by 11:59 p.m., May 4.

JOURNALISM REQUIREMENTS & GUIDELINES**RE-TAKING FAILED JOURNALISM CLASSES**

Students will not be allowed to automatically take a failed journalism course more than two times. Once you have failed a journalism course twice, you will not be allowed to enroll in that course for one calendar year after the date you received the second failing grade. Once a student has waited one calendar year after failing a course twice, the student may submit a written appeal to the director of graduate studies and graduate academic advisor (“the director” in the following) to be approved to enroll a third time. Students will not be allowed to re-take a failed journalism course more than three times.

TEXTBOOK POLICY

The Mayborn School of Journalism doesn’t require students to purchase textbooks from the University Bookstore. Many are available through other bookstores or online.

ATTENDANCE

One absence in the course is the limit without penalty toward your final grade, unless you have communicated with me from the beginning about an extraordinary problem. Coming to class late or leaving early may constitute an absence for that day. This is a seminar course, and it requires your attendance and participation each class meeting.

FINANCIAL AID SATISFACTORY ACADEMIC PROGRESS (SAP) UNDERGRADUATES

A student must maintain Satisfactory Academic Progress (SAP) to continue to receive financial aid. Students must maintain a minimum 2.67 cumulative GPA first term of enrollment and a 3.0 for all subsequent semesters. SAP will be measured according to graduate student classification, whether or not a bachelor’s degree has been earned. The maximum timeframe cannot exceed the published length of the program measured by the number of years at UNT. For more information, visit <https://financialaid.unt.edu/sap>.

ACADEMIC ADVISING

Students must meet with the director at least one time per long semester (Fall & Spring). It is important to update your degree plan on a regular basis to ensure that you are on track for a timely graduation.

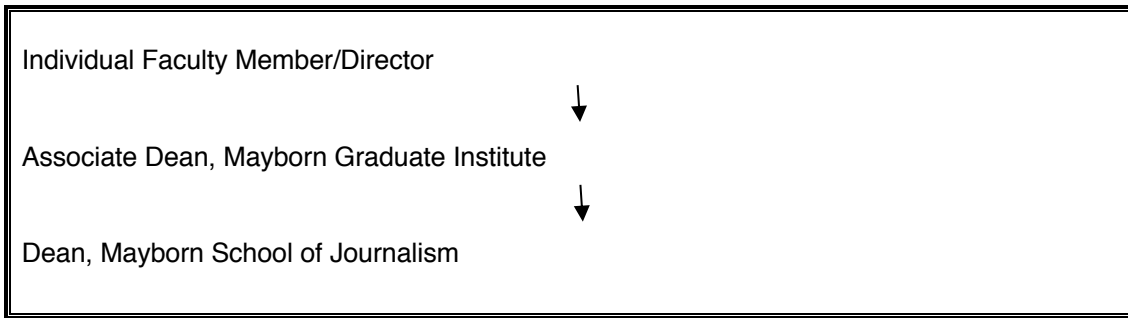
- It is imperative that students have paid for all enrolled classes. **Please check your online schedule daily through late registration to ensure you have not been dropped for non-payment of any amount.** Students unknowingly have been dropped from classes for various reasons such as financial aid, schedule change fees, parking fees, etc. MSOJ will not be able to reinstate students for any reason after late registration, regardless of situation. It is the student's responsibility to ensure all payments have been made.

Spring 2020 Important Deadlines

Deadline	Regular Academic Session	3W1 Winter Session	8W1	8W2
Any time before the first day of class a student may cancel their courses for the upcoming session by completing the Request to Cancel Classes form and submitting it to the Registrar's Office. See the link for complete instructions on Canceling Classes .				
Classes Begin	Jan 13	Dec 16	Jan 13	Mar 16
Martin Luther King Jr. Day (no classes; university closed)	Jan 20	N/A	Jan 20	Jan 20
Census	Jan 27	Dec 17	Jan 21	Mar 23
Beginning this date a student may drop a course with a grade of W by completing the Request to Drop Class form and submitting it to the Registrar's Office. See link for complete instructions Dropping a Class .	Jan 28	Dec 18	Jan 22	Mar 24
Last day for change in pass/no pass status	Feb 21	Dec 19	Jan 31	Apr 3
Mid-semester	Mar 6	N/A	Feb 7	Apr 10
Staff spring break (university closed)	Mar 9	N/A	N/A	N/A
Spring Break	Mar 9 - 15	N/A	N/A	N/A
Last day for a student to drop a course.	Mar 30	Jan 7	Feb 17	Apr 20
Beginning this date, a student who qualifies may request an Incomplete, with a grade of I.	Apr 6	Jan 8	Feb 17	Apr 20
Last day to withdraw (drop all classes). Grades of W are assigned.	Apr 17	Jan 7	Feb 28	May 1
Pre-Finals Days	Apr 29 - 30	N/A	N/A	N/A
Last Regular Class Meeting	April 30	Jan 9	Mar 5	May 7
Reading Day (no classes)	May 1	N/A	N/A	May 1
Final Exams	May 2 - 7	Jan 10	Mar 6	May 8
End of term	May 8	May 8	May 8	May 8

ACADEMIC ORGANIZATIONAL STRUCTURE

Understanding the academic organizational structure and appropriate Chain of Command is important when resolving class-related or advising issues. When you need problems resolved, please follow the step outlined below:



OFFICE OF DISABILITY ACCOMMODATIONS

The University of North Texas and the Mayborn School of Journalism make reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations at any time, however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of accommodation during faculty office hours or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information see the Office of Disability Accommodation website at <http://www.unt.edu/oda>. You may also contact them by phone at 940.565.4323.

COURSE SAFETY STATEMENTS

Students in the Mayborn School of Journalism are urged to use proper safety procedures and guidelines. While working in laboratory sessions, students are expected and required to identify and use property safety guidelines in all activities requiring lifting, climbing, walking on slippery surfaces, using equipment and tools, handling chemical solutions and hot and cold products. Students should be aware that the University of North Texas is not liable for injuries incurred while students are participating in class activities. All students are encouraged to secure adequate insurance coverage in the event of accidental injury. Students who do not have insurance coverage should consider obtaining Student Health Insurance for this insurance program. Brochures for this insurance are available in the UNT Health and Wellness Center on campus. Students who are injured during class activities may seek medical attention at the UNT Health and Wellness Center at rates that are reduced compared to other medical facilities. If you have an insurance plan other than Student Health Insurance at UNT, please be sure that your plan covers treatment at this facility. If you choose not to go to the UNT Health and Wellness Center, you may be transported to an emergency room at a local hospital. You are responsible for expenses incurred there.

JOURNALISM EQUIPMENT CHECK OUT

Please go to the URL below and fill out the form that allows you to check items out for this term. You just have to do this once each semester.

<https://journalism.unt.edu/equipment-checkout>.

Equipment may be checked out in room 111 in the General Academic Building. Checkouts are for 24 hours from the time of checkout. If you need the items for 48 hours, please send an email to your

professor getting approval **before** you check out the equipment and bring a copy of the professor's approval response to show the Equipment Room worker. Extensions will not be granted once the items are checked out.

For your convenience, the equipment room is open during the following times:

Mon-Thurs 9am-10pm

Friday 9am-5pm

Sat-Sun 12-6pm

The violations for late returns are as follows:

1st late infraction – 1 week ban from checking out equipment.

2nd late infraction – 3 weeks ban from checking out equipment.

3rd infraction – Semester long ban from any and all equipment checkout.

If you are going to be late, email jared.countryman@unt.edu and let him know. Active communication brings leniency in many cases.

GAB 101 will be unlocked only by appt. <http://journalism.unt.edu/gab101>.

ACADEMIC DISHONESTY

Academic dishonesty includes, but is not limited to, the use of any unauthorized assistance in taking quizzes, tests, or exams; dependence upon the aid of sources beyond those authorized by the instructor, the acquisition of tests or other material belonging to a faculty member, dual submission of a paper or project, resubmission of a paper or project to a different class without express permission from the instructors, or any other act designed to give a student an unfair advantage. Plagiarism includes the paraphrase or direct quotation of published or unpublished works *without* full and clear acknowledgment of the author/source. Academic dishonesty will bring about disciplinary action which may include expulsion from the university. This is explained in the UNT Student Handbook. If it has been proven that you have violated the policy, your final grade for the assignment and/or course will be reassessed and/or you may be suspended from school.

MSOJ ACADEMIC INTEGRITY POLICY

The codes of ethics from the Society of Professional Journalists, American Advertising Federation and Public Relations Society of America address truth and honesty. The Mayborn School of Journalism embraces these tenets and believes that academic dishonesty of any kind – including plagiarism and fabrication – is incongruent with all areas of journalism. The school's policy aligns with UNT Policy 06.003 and requires reporting any act of academic dishonesty to the Office for Academic Integrity for investigation. If the student has a previous confirmed offense (whether the first offense was in the journalism school or another university department) and the student is found to have committed another offense, the department will request the additional sanction of removing the student from the Mayborn School of Journalism. The student may appeal to the Office for Academic Integrity, which ensures due process and allows the student to remain in class pending the appeal.

FINAL EXAM POLICY

We will not have a final exam. The final project is due by 11:59 p.m. May 4. No extensions will be allowed.

ACCESS TO INFORMATION

As you know, your access point for business and academic services at UNT occurs within the my.unt.edu site www.my.unt.edu. If you do not regularly check EagleConnect or link it to your favorite e-mail account, please do so, as this is where you learn about job and internship opportunities, MSOJ events, scholarships, and other important information. The website that explains Eagle Connect and how to forward your email: <http://eagleconnect.unt.edu/>

IMPORTANT NOTICE FOR F-1 STUDENTS TAKING DISTANCE EDUCATION COURSES

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in multiple on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course.

If such an on-campus activity is required, it is the student's responsibility to do the following:

(1) Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.

(2) Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Advising Office. The UNT International Advising Office has a form available that you may use for this purpose.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, students should contact the UNT International Advising Office (telephone 940-565-2195 or email international@unt.edu) to get clarification before the one-week deadline.

EMERGENCY NOTIFICATION & PROCEDURES

UNT uses a system called Eagle Alert to quickly notify you with critical information in an event of emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). The system sends voice messages (and text messages upon permission) to the phones of all active faculty staff, and students. Please make certain to update your phone numbers at www.my.unt.edu. Some helpful emergency preparedness actions include: 1) ensuring you know the evacuation routes and severe weather shelter areas, determining how you will contact family and friends if phones are temporarily unavailable, and identifying where you will go if you need to evacuate the Denton area suddenly. In the event of a university closure, your instructor will communicate with you through Blackboard regarding assignments, exams, field trips, and other items that may be impacted by the closure.

STUDENT PERCEPTIONS OF TEACHING (SPOT)

Student feedback is important and an essential part of participation in this course. The student evaluation of instruction is a requirement for all organized classes at UNT. The short SPOT survey will be made available to provide you with an opportunity to evaluate how this course is taught. You will receive an email from "UNT SPOT Course Evaluations via *IASystem* Notification" (no-reply@iasystem.org) with the survey link. Please look for the email in your UNT email inbox. Simply click on the link and complete your survey. Once you complete the survey you will receive a confirmation email that the survey has been submitted. For additional information, please visit the spot website at www.spot.unt.edu or email spot@unt.edu. Spots survey dates:

Term	Survey Administration Dates
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8W1	2/24/20 – 3/5/20
Spring	4/13/20 – 4/30/20
8W2	4/27/20 – 5/7/20

Acceptable Student Behavior:

Student behavior that interferes with an instructor’s ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at www.deanofstudents.unt.edu

Classroom Policies

The Mayborn School of Journalism requires that students respect and maintain all university property. Students will be held accountable through disciplinary action for any intentional damages they cause in classrooms. (e.g., writing on tables). Disruptive behavior is not tolerated (e.g., arriving late, leaving early, sleeping, talking on the phone, texting or game playing, making inappropriate comments, ringing cellular phones/beepers, dressing inappropriately).

SEXUAL DISCRIMINATION, HARRASSMENT, & ASSAULT

UNT is committed to providing an environment free of all forms of discrimination and sexual harassment, including sexual assault, domestic violence, dating violence, and stalking. If you (or someone you know) has experienced or experiences any of these acts of aggression, please know that you are not alone. The federal Title IX law makes it clear that violence and harassment based on sex and gender are Civil Rights offenses. UNT has staff members trained to support you in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, helping with legal protective orders, and more.

UNT’s Dean of Students’ website offers a range of on-campus and off-campus resources to help support survivors, depending on their unique needs: http://deanofstudents.unt.edu/resources_0. Renee LeClaire McNamara is UNT’s Student Advocate and she can be reached through e-mail at SurvivorAdvocate@unt.edu or by calling the Dean of Students’ office at 940-565-2648. You are not alone. We are here to help.

UNT provides mental health resources to students to help ensure there are numerous outlets to turn to that wholeheartedly care for and are there for students in need, regardless of the issue or its severity. Listed below are several resources on campus that can support your academic success and mental well-being:

1. Student Health and Wellness Center
1800 Chestnut St., Denton, TX 76201
(940)-565-2333
M-Th: 8:00am-5:00pm
<https://studentaffairs.unt.edu/student-health-and-wellness-center#programs>
2. Counseling and Testing Services*
801 N. Texas Blvd, Denton, Tx 76210
Suite 140
(940)-565-2741
M-F: 8:00am-5:00pm
<https://studentaffairs.unt.edu/counseling-and-testing-services>
3. UNT CARE Team*
(940) 565-2648
careteam@unt.edu
<https://studentaffairs.unt.edu/care>
4. Psychiatric Services
(940) 565-2333
<https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry>
5. Individual Counseling*
(940) 369-8773
<https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling>

*Services are free of charge to University Students

If at any time you are feeling alone or in jeopardy of self-harm, reach out to the following:

- NATL Suicide Hotline: 800-273-8255
- Denton County MHMR Crisis Line: 800-762-0157
- Denton County Friends of the Family Crisis Line: (940)-382-7273
- UNT Mental Health Emergency Contacts:
 - During Office Hours (M-F 8am-5pm): (940)-565-2741
 - After Hour Calls: (940)-565-2741
 - Crisis Text Line: Text CONNECT to 741741
 - Live Chat: <http://www.suicidepreventionlifeline.org>

Statement of Student Learning Outcomes

At the end of this course, students will have a greater understanding of how a media company operates; apply theoretical principles related to management, digital disruption and the creation of new business models. In so doing, students also will:

- Understand and apply the principles and laws of freedom of speech and press for the country in which the institution that invites ACEJMC is located, as well as receive instruction in and understand the range of systems of freedom of expression around the world, including the right to dissent, to monitor and criticize power, and to assemble and petition for redress of grievances
- Demonstrate an understanding of the history and role of professionals and institutions in shaping communications
- Think critically, creatively and independently
- Conduct research and evaluate information by methods appropriate to the communications professions in which they work
- Critically evaluate their own work and that of others for accuracy and fairness, clarity, appropriate style and grammatical correctness
- Apply basic numerical and statistical concepts